

March 9 1993
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High noon in Moscow

Yeltsin's showdown with parliament

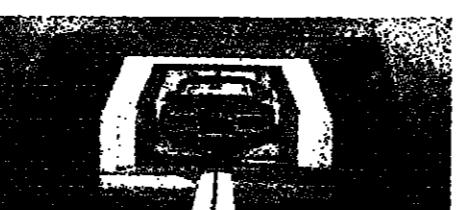
Page 13



Rolls-Royce

A revolution in manufacturing

Page 9



A bridge too far?

Environmental doubts over new Danish-Swedish link

Page 10



The Marriott demerger

Why Britain's Prudential is making US waves

Page 18

FINANCIAL TIMES

Europe's Business Newspaper

WEDNESDAY MARCH 10 1993

D8523A

Mideast peace talks to resume in Washington

Israel's state television said last night that Middle East peace talks involving Israel, Syria, Lebanon, Jordan and the Palestinians would resume in Washington on April 19. Earlier in London, the British government held its first ministerial-level meeting with the Palestine Liberation Organisation for more than two years and urged the Palestinians to return to the negotiating table. Peace process deadlocked, Page 4

German chemical profits slump: Further cost-cutting measures by the German chemicals industry are expected after pre-tax profits fell 41 per cent at BASF to DM1.24bn (\$740m) and by 17.7 per cent to DM2.1bn at Hoechst. Page 16; Lex, Page 14

Krupp to close steelworks: The crisis in the German steel industry is forcing the closure of Krupp Stahl's Rheinhausen steel mill in the Ruhr, with the loss of 2,500 jobs. Page 3; IG Metall calls strike, Page 14

New editor for Economist magazine: Bill Emmott (left) will succeed Rupert Pennant-Rea as editor of the UK magazine *The Economist* at the end of the month when Pennant-Rea takes up the deputy governorship of the Bank of England.

Emmett is currently the magazine's business affairs editor. Observer, Page 13

Medicines pact urged: Henry Wendt, chairman of Anglo-American drugs company SmithKline Beecham, called for a social contract between the pharmaceuticals industry and society following US president Bill Clinton's criticism of the cost of medicines. Page 14

Maastricht worries: Some European diplomats openly speculated about UK prime minister John Major's ability to deliver ratification of the Maastricht treaty on European union following his parliamentary defeat on Monday. Page 14

Kanemaru gold haul: The Tokyo prosecutor seized 100kg of gold bars, worth about Y1bn (\$83m), from the office of Mr Shin Kanemaru, until last year a powerful figure in the Liberal Democratic party, who is being investigated for alleged tax evasion. Page 14

Renault truck arm in the red: French truckmaker Renault Véhicules Industriels reported a FF1.82bn (\$287m) net loss for 1992, with a 38 per cent drop in European sales in the second half. Page 15

Tungsram's gloomy results: Hungarian lightbulb group Tungsram, in which General Electric of the US has a 75 per cent stake, suffered a FF1.9bn (\$104m) loss in 1992, raising speculation that GE might buy out Hungarian Credit Bank's minority holding. The state-owned bank needs resources to cope with its own difficulties. Page 17

Saatchi's £600m write-off: International advertising group Saatchi and Saatchi wrote off £600m (£830m) of goodwill associated with US acquisitions made when the group was expanding in the 1980s. Excluding the write-offs, the underlying position of the group for 1992 showed a pre-tax profit of £18.9m, against 1991's losses of £47.3m. Page 15

Shake-up at Hillsdown: UK food group Hillsdown Holdings announced a £23.5m extraordinary provision within its 1992 results to cover a wide-ranging reorganisation. Group pre-tax profits fell by 17.5 per cent to £154.1m (£218.5m). Page 21; Lex, Page 14

Generators pressed to sell: National Power and PowerGen, main electricity generators in England and Wales, were pressed by the industry's regulator to offer for sale 11 power stations they plan to close. Page 8

De Beers, South African company which dominates the world diamond market, kept the cut in its 1992 dividend to 25 per cent after announcing a 35 per cent fall in earnings for the year. Pre-tax profits on the diamond account fell 30 per cent to \$644m. Page 15

Poorest get poorer: Per capita incomes in the poorest developing countries are falling and economic reform programmes are threatened by recession and inadequate international support, the United Nations Conference on Trade and Development said. Page 6

STOCK MARKET INDICES

FTSE 100 244.9 (-7.4)
Yield - 4.9%

FT-SE Eurotrack 100 1154.25 (-0.78)

FT-SE All-Shares 1435.58 (-0.2%)

Nikkei 17,548.30 (+161.83)

New York lunchtime 3467.26 (-2.16)

Dow Jones Ind Ave 3467.26 (-0.54)

S&P Composite 454.87 (-0.54)

US LUNCHTIME RATES

Federal Funds 3% 3-mo Treasury Bills Yld 3.044%

Long Bond 105.1% 6.727%

Yield 6.727%

LONDON MONEY

3-mo Interbank 5.1% (same)

Life long gilt future Mar 1993 (Mar 1993)

NORTH SEA OIL (Argus)

Brent 15-day (Apr) \$18.12 (19.14)

Gold

New York Comex (Apr) \$327.2 (227.7)

London \$328.45 (327.15)

STERLING

New York London £ 1.4345

London S 1.4355 (1.4455)

DM 2.3925 (2.4025)

FF 8.15 (8.1425)

SFR 2.215 (2.2225)

Y 185.5 (same)

E Index 77.3 (77.6)

DOLLAR

New York London DM 1.68815

FF 8.557

SFR 1.5425

Y 177.8

London DM 1.6975 (1.6825)

FF 8.555 (5.5325)

SFR 1.5443 (1.538)

Y 177.36 (117.6)

\$ Index 86.7 (66.3)

Retreat by Amato over soft line on corruption

By Robert Graham in Rome

MR GIULIANO AMATO, the Italian prime minister, yesterday withdrew plans to introduce new rules for controlling the financing of political parties.

Illicit funding of the parties through kickbacks on contracts has emerged as the central element in the corruption scandals.

With the apparent backing of his four coalition partners, Mr Amato and Mr Giovanni Conso, the new justice minister, decided to make illicit financing of the parties no longer a criminal offence, and make the change retroactive. Instead, it was to be treated as an administrative offence, punished by fines, and judged by a government-appointed prefect.

Faced with an unexpected wave of popular protest, hostility from the magistrates and vehement criticism from opposition parties, Mr Scalfaro refused to sign the decree. He argued the timescale of the decree, which had to be approved in its entirety or rejected within 60 days, conflicted with the forthcoming referendum on April 18 seeking to abolish public financing of political parties.

The government yesterday accepted the president's arguments and went further. The cabinet agreed to submit altered proposals for discussion as a law in parliament and accepted the principle that illicit financing was a criminal matter.

These new principles mean that all members of parliament for whom immunity is waived risk prison sentences.

Yesterday the parliamentary commission on immunity decided to waive it on Mr Bettino Craxi, the former Socialist leader and prime minister. If the full house endorses this, Mr Craxi will face charges of alleged corruption, illicit party financing and receiving illicit funds.

Background, Page 2

Brussels aims to open competition in EC telecoms

By Andrew Hill in Brussels

A FAR-REACHING plan to open all domestic and international telephone calls in the European Community to competition is being considered by the European Commission.

The plan would aim to cut the cost of calls and improve the efficiency of Community telecommunications operators.

Brussels originally favoured opening the market for EC cross-border calls only. But senior Commission officials believe the next wave of EC telecoms legislation should go further.

They are urging the EC to set itself a more ambitious and controversial target of full liberalisation of "voice telephone". This could include all domestic and cross-border calls within the EC, and calls to countries outside the Community. Person-to-person calls represent 80-90 per cent of the EC market.

Nearly six months of consultations are said to have demonstrated that most operators and almost all consumers favour far-reaching liberalisation and harmonisation proposals, partly for practical reasons.

Officials will not reveal their ideal timetable for liberalisation,

but hope to achieve open competition within 10 years. Poorer EC member states, such as Portugal, Greece, Spain and Ireland, could be given longer to modernise their telephone networks.

Commission consultations will end with two meetings between the Commission, operators and regulators at the end of this month. Mr Martin Bangemann, EC telecoms commissioner, and Mr Karel Van Miert, responsible for competition, should decide whether to press for full liberalisation soon after. Mr Bangemann's spokesman said yesterday the commission did not yet have a view on the matter.

Officials hope to receive political support for their plan at the scheduled meeting of EC telecoms ministers on May 10. The first phase of draft legislation would follow later this year.

The main battles between member states are likely to be fought over the timing of a phased programme of legislation. Member states will also have to work out how to safeguard public monopolies' commitment to provide an equal service to all consumers.

The government was prepared to compromise with parliament



Russian economic reforms in jeopardy

By John Lloyd in Moscow

RUSSIAN opposition forces are poised to derail economic reform and seriously undermine President Boris Yeltsin's ability to govern a senior Russian minister warned yesterday.

The financial services and travel group, whose image has been tarnished lately by bitter boardroom battles, is understood to be only days away from selling Shearson's retail brokerage and asset management businesses which suffered heavy losses last year. It bought Shearson for \$900m in 1981.

In an interview with the Financial Times, Mr Shokhin said he expected deputies to vote on a motion to change the constitution which would put the power of choosing the government in the hands of the parliament - a move which would see a new government chosen in the next few weeks or months.

"They [in Congress] now have the best chance of changing the government that they have ever had," he said, adding that anti-presidential forces had grown stronger at every Congress.

Mr Shokhin's warning came as diplomats in Bonn revealed that Mr Helmut Kohl, the German chancellor, has written to fellow western leaders urging their support for Mr Yeltsin in his constitutional struggle. In particular, Mr Kohl has passed on a query from Mr Yeltsin, asking for confirmation of western political support if he is forced to introduce emergency measures.

Yesterday Mr Ruslan Khasbulatov, the parliamentary speaker, dismissed Mr Yeltsin's most recent proposals on constitutional reform. The draft law proposed by Mr Yeltsin if parliament did not agree to his preferred option of a referendum, was "not serious" and should not be considered, Mr Khasbulatov said.

But Mr Vladimir Shumeiko, deputy prime minister, said if Mr Yeltsin was denied a referendum or an agreement, he would run his own plebiscite. When supported by the people, he would take "certain action against other branches of power."

Mr Shokhin said that, if the Congress accepted proposals framed last week by Mr Yeltsin, the government would tighten monetary and credit policy. If not "we will continue to try but it will be much more difficult". He said if Congress "makes one little amendment it will have power over the cabinet. This means that we would have a new government which would put forward a soft economic policy".

The government was prepared to compromise with parliament

Weill set to buy back Shearson for \$1bn

By Alan Friedman and Patrick Harverson in New York

MR SANFORD WEILL, the Wall Street entrepreneur who built the Shearson brokerage empire in the 1970s before selling it to American Express, is about to recapture his creation for \$1bn.

The financial services and travel group, whose image has been tarnished lately by bitter boardroom battles, is understood to be only days away from selling Shearson's retail brokerage and asset management businesses which suffered heavy losses last year. It bought Shearson for \$900m in 1981.

Primerica and American Express yesterday confirmed the Shearson talks. One American Express executive said: "My sense is that we are almost there. The agreement could happen within the next day or two." The two companies discussed a similar proposal three years ago, but the talks stalled.

Lehman Brothers, the investment banking arm of the Shearson group, has been left out of the present negotiations. It was, however, learnt yesterday that a management buy-out is being discussed by senior executives at Lehman Brothers.

American Express insiders think it likely that the group, keen to bolster capital and focus on its core travel and card businesses, will eventually agree to a Lehman buy-out.

Mr Weill started on Wall Street

as a trading floor clerk for Bear Stearns, forming his own brokerage firm in the 1960s when still in his 20s. After selling Shearson in 1981, he became president of American Express. In 1985, he became one of several presidents to leave during the chairmanship of Mr James Robinson, who was himself forced to resign last month.

Mr Weill, whose lawyers were yesterday examining the draft agreement, is a close friend of Mr Harvey Golub, the man who replaced Mr Robinson as chief executive of American Express. It was Mr Weill, a godfather to Mr Golub's son, who hired Mr Golub to run American Express subsidiary in 1983.

News of the talks was well received by the markets. Primerica's share price jumped by 2% to \$42.4% and American Express's rose more than \$1 before settling at \$116.4%, up by 3%.

Shearson has been a big burden to its parent in recent years. It lost more than \$900m in 1990, and after a brief return to profitability in 1991, racked up a loss of \$116m last year.

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West German economy shrinks by 1%

Powerhouse of Europe weakens markedly as recession fears grow

By Christopher Parkes
in Frankfurt

WESTERN Germany, the powerhouse of the European economy, saw a fall of 1 per cent in gross domestic product in the last quarter of 1992, compared to the previous quarter. The figures underlined the "recessive tendencies", said the federal statistics office said yesterday.

Conditions had worsened steadily following a relatively strong showing in the first

three months of last year, when mild weather helped gross domestic product to grow by a seasonally adjusted 1.5 per cent.

Excluding that anomaly, growth has now been shrinking since the summer of 1991, yesterday's figures showed.

While the fourth-quarter fall is less than the 1.5 per cent estimated by the Bundesbank recently, it demonstrates that economic activity is weakening markedly.

Independent economists now expect the economy to shrink by up to 2 per cent this year.

The statistics office pointed out that capital investment in the quarter under review had fallen by 4.6 per cent: the biggest drop since mid-1984.

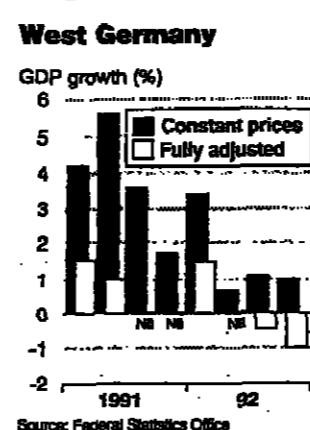
Meanwhile, the number of people employed in the west had fallen, by 88,000, for the first time in nine years.

A 2.5 per cent increase in domestic demand in the last three months of 1992 helped

push imports up 4.7 per cent while exports rose by only 0.6 per cent, the office added.

Meanwhile, investment in construction was 6.7 per cent higher due mainly to continuing demand for housing.

Private consumption rose 1.8 per cent, partly under the influence of the increase in value added tax on January 1, which spurred demand for consumer durables.



Kohl calls for G7 political backing for Yeltsin in crisis

By Quentin Peel in Bonn

MR Helmut Kohl, the German chancellor, has written to fellow western leaders urging their support for Mr Boris Yeltsin, the Russian president, in his constitutional struggle, according to diplomats in Bonn.

In particular, Mr Kohl has passed on a query from Mr Yeltsin asking for confirmation of western political support if he is forced to introduce emergency measures in Russia. The

letter, sent directly to western leaders in the Group of Seven industrialised states, including US President Bill Clinton, President François Mitterrand of France, and Mr John Major, the British prime minister, reports Mr Yeltsin's confidence that the Russian military will support him if he seeks emergency powers, the diplomats said.

It also spells out the Russian leader's determination to make one final effort at reaching agreement with the Russian parliament, while expressing some doubt about the likelihood of such a deal.

The letter follows Chancellor Kohl's brief stop-over in Moscow for talks with the Russian president last week, on his way back from a two-week trip in Asia.

It reflects deep German anxiety about the growing instability in Russia, and doubts about the ability of Mr Yeltsin to implement a coherent government policy during the current constitutional crisis.

Poland moves back on track with debt talks

Warsaw negotiator smoothes ruffled feathers of banks

NEGOTIATIONS for a reduction in Poland's \$12.1bn (£8.5bn) debt to foreign commercial banks are now expected to take on a new urgency following International Monetary Fund approval this week of a \$655m stand-by credit.

An initial approach was made to foreign banks represented by the London Club of bank creditors early in February after an 18-month hiatus. The Polish team was led by Mr Krzysztof Krowacki, formerly Poland's main trade official in Washington and recently appointed as Warsaw's debt negotiator. He defines Poland's goals as "a reasonable agreement on all aspects of our debt linked to our real capacity to pay".

The \$12.1bn which Poland owes the banks is made up of capital and the capitalised interest accumulated since Warsaw suspended debt service on all but \$1.1bn of revolving trade credits three years ago. The number of bank creditors has fallen to around 300 from 460 ten years ago as many smaller creditors have quietly sold off their Polish debt on the secondary market. Some debt was also bought back illegally by Polish officials implicated in the so-called Fozz scandal two years ago. Fozz is the Polish acronym for the now-disbanded Polish debt office.

Poland continued to service its commercial bank debt for eight years after suspending its much larger official debt to government agencies in March 1981. A decade of accumulating unpaid debt service pushed up the original \$20bn official debt to \$33bn. But in March 1991 the Paris Club of official creditors agreed a two stage, 50 per cent, debt reduction which was conditional on Poland receiving IMF approval for its reform policies and budgetary discipline.

The decision to suspend servicing most bank debt was taken partly on the advice of US academic advisors shortly after the collapse of the communist regime. The move angered the banks as did the decision to stop servicing the \$1.1bn revolving trade credit only days before talks resumed with London Club representatives.

One of Mr Krowacki's first tasks at the resumed talks was to explain Warsaw's decision. "We had to place all the debt on the same basis so that we could deal with it comprehensively," he explained. But the unilateral move to non-performing status only days before debt talks resumed was an expensive blow for holders of the revolving credit.

Apart from smoothing the ruffled feathers of bank creditors, Mr Krowacki also has to explain to his domestic audience why Poland needs to reach an agreement on debts incurred under the communist regime. "Few Poles realise that we pay a hefty credit risk premium. The combination of a 4 per cent premium and wider spreads is sometimes higher than the base interest rate

itself," Mr Krowacki says. Warsaw's poor credit rating is an important element in Poland's relative lack of success in attracting private investment, which has been channelled mainly into Hungary and the Czech Republic. Hungary, whose per capita foreign debt is double the Polish level, received over 60 per cent of the \$7bn private capital which flowed into central Europe between 1990-92. Hungary's strong credit rating, sharply declining debt/export ratio and rising reserves has widened its access to US and Japanese as well as European capital markets and reduced the cost of borrowing.

At present Poland is paying only reduced interest on its Paris Club debt. Next year it will have to pay full interest and in 1995 Warsaw will have to resume capital repayment of around \$2bn annually in addition to between \$500m and \$600m in interest payments. A London Club agreement would require additional repayments on the bank debt.

All this has serious budgetary implications for a country

Anthony Robinson and Christopher Bobinski review the chequered history of debt servicing

facing a sharply rising domestic debt burden and the need to keep the budget deficit to around 5 per cent of GDP. This is the main target outlined in Poland's letter of intent to the IMF in connection with the latest standby loan.

Servicing foreign and domestic debt will consume 12 per cent of total budget spending in fiscal 1993, according to Mr Jerzy Osiatyński, the finance minister. This will rise to around 25 per cent by 1995 if repayments under both Paris and London Club agreements have to be financed.

This will require fresh money and refinancing of existing debt on a substantial scale. Borrowing alone will not be enough. Poland also requires further strong export growth and rising inflows of foreign equity capital.

Mr Osiatyński believes that measures will be required before long to boost exports. "I would prefer to do this through tax concessions to exporters rather than by devaluation which feeds back quickly into inflation. But tax concessions would erode revenue and bring us into conflict with the European Community," he says.

His words reflect the narrow margin of choice in a country which has achieved an economic transformation in three years, but badly needs a commercial debt agreement to facilitate investment on the scale required to ensure steady growth.

Bosnians urged to accept ethnic map

RUSSIA yesterday stepped up pressure on Bosnia's warring parties to accept the international peace plan, dividing their land into 10 semi-autonomous provinces mainly along ethnic lines, agencies report.

The Russian statement was issued as Bosnia's Moslem-led government and the Bosnian Serbs considered their response to the peace plan drawn up by mediators Mr Cyrus Vance and Lord Owen.

"The current round of talks in New York confirmed the

absence of a real alternative to the Vance-Owen plan as the basis for a settlement in Bosnia-Herzegovina," Russian President Boris Yeltsin said.

The peace talks in New York were interrupted on Saturday to give the Bosnian Moslem government and its Serb adversaries time to decide whether they accept the mediators' map.

• A UN relief convoy attempting to reach a trapped Moslem town in eastern Bosnia was stuck at the Serbian border yesterday.

Krupp steel plant closure sparks protest

By Ariane Genillard in Bonn

KRUPP Stahl yesterday

announced it will close an entire steel mill in Rheinhausen, in the heart of the Ruhr region, making the mill the first casualty of the German steel crisis.

The closure, which will take place in the second half of the year, will involve the loss of 2,000 jobs. Steel production will be partially transferred to the company's mills in Dortmund, also in the midst of restructuring.

The company also announced a further 2,500 jobs will be cut there.

News of the closure of the 100-year-old plant in Rheinhausen immediately sparked protest among steel workers.

"We had to decide with a grieving heart to concentrate our steel production in Dortmund," Mr Jürgen Harnisch, chairman of Krupp Stahl told protesters yesterday. The production concentration at Dortmund should improve company results by DM250m (£106m), in addition to savings of up to DM300m coming from

the merger of Krupp and Hoesch, he said.

Rheinhausen was once the site of a fierce battle when steel workers took to the streets in 1988 and won its temporary survival. Over 10,000 workers took part in protests again last month after Krupp Stahl announced it was considering closing one of its major plants.

Survival chances for its steel plant in Siegen, also marked for possible closure, improved after Mr Harnisch said yesterday he was considering a mini-mill concept to reorganise its special steel production. The move could save an estimated 1,500 jobs for the 4,000 workers currently employed at the plant. "We think this could be a workable concept," he told the Westdeutsche Post, a regional newspaper.

The newspaper also cited officials at Krupp Stahl saying prospects for co-operation talks between their company and Thyssen Stahl and Saarstahl, the largest and sixth largest German steel producers, were "very bad".

Philips to axe jobs in Belgium

By Ronald van de Krol
in Amsterdam

Philips, the Dutch electronics group, said yesterday that it planned to cut 800 jobs in Belgium as part of a trend to produce audio equipment in Singapore and other parts of the Far East.

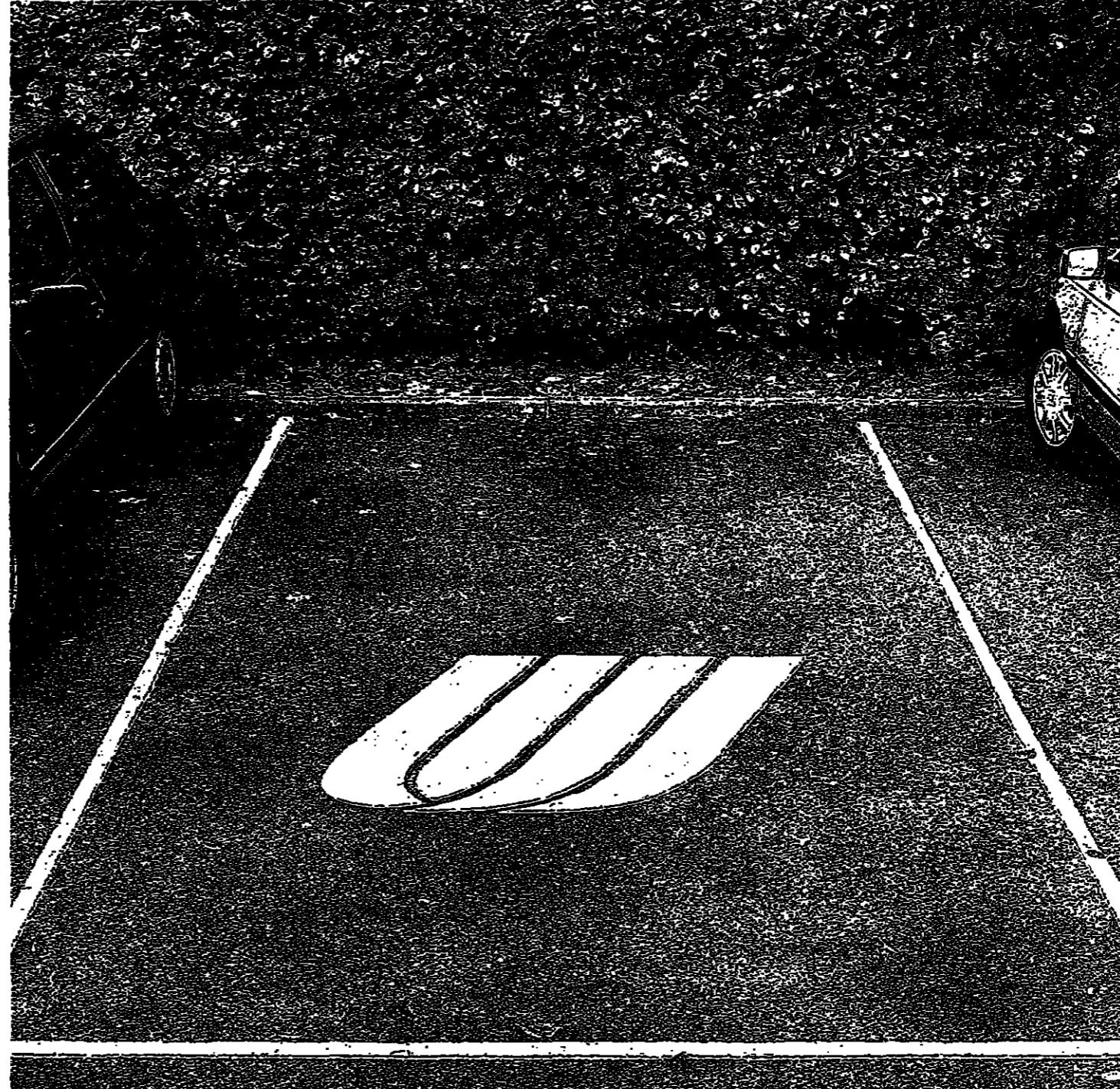
The job losses, to be spread over two years, are the first big cuts announced since Mr Jan Timmer, Philips' president, unveiled plans last week to eliminate 15,000 out of 252,000 jobs in an attempt to restore profitability in its loss-making consumer electronics business.

The Belgian job losses will focus on Philips' operations in Hasselt, where the company employs nearly 2,000 people and where it produces compact disc (CD) players and CD-interactive, a multi-media version of the CD.

Philips in Belgium said these products could be manufactured 25 per cent cheaper in Singapore. The remaining Hasselt operations will concentrate on more complex audio equipment.

In Belgium, as in the rest of the world, Philips is confronted by stagnant markets for consumer electronics.

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NEWS: INTERNATIONAL

Kim tackles political old guard

John Burton reports on South Korea's own 'Trojan Horse'

MR Kim Young-sam has turned out to be a political "Trojan Horse" since becoming South Korea's president almost two weeks ago.

Mr Kim entered the presidential Blue House under the banner of the ruling Democratic Liberal party, but he has acted more as the opposition leader he once was by challenging the political establishment.

"No one expected the breadth of the changes that Kim has introduced to sweep out the old guard," associated with the country's former military rulers, said one Western diplomat. "He's blasting away at all fronts so rapidly as possible to keep his opponents off balance."

But there are already signs that Mr Kim is provoking a backlash. His widely acknowledged political skills may soon be put to the test as he tries to protect his reforms while maintaining the momentum for change.

There is little doubt that the new president has trodden on the toes of some key institutional powers.

He appointed political reformers to the Blue House and his cabinet, while largely ignoring politicians from the DLP's dominant conservative faction.

He also named political loyalists from his minority group to head the DLP instead of choosing a cross-section of officials from the party's competing factions.

The new president has quickly moved to impose civilian control over the military by ousting the hardline army chief of staff and the head of military intelligence. He also ordered a purge of the once-feared Agency for National Security Planning, the country's espionage organisation.

He appears to be settling personal scores in the process. Prosecutors yesterday sought an arrest warrant for Mr Chang Se-dong, a former NSP director who is accused of arranging attacks on rallies of Mr Kim's opposition party in 1987.

Few ever questioned Mr Kim's commitment to democratic reform since he opposed the military dictatorship for three decades.

But many have been surprised by the decisiveness that he has displayed in implementing change because he lacks a widespread power base, in spite of joining the ruling party in 1990.

Nonetheless, "one should not underestimate the potential source of opposition against Mr Kim," explains one seasoned political observer.

The first indication of resistance came in a series of newspaper disclosures last week about alleged past unethical actions by several of the newly-appointed cabinet ministers.

The printed exposés, which would have unthinkable a few years ago when the media was tightly muzzled, proved highly embarrassing since Mr Kim

More than 100,000 North Koreans held a rally in Pyongyang yesterday as the country went on a "semi-war" footing in response to a huge military exercise in South Korea, Reuters reports from Tokyo. The (North) Korean central news agency said Workers' Party official Choe Tae-pok addressed the rally, called in support of an order by military chief Kim Jong-il putting the communist nation on heightened alert.

"No one can vouch they (Seoul and Washington) will not go into a real war against North Korea while staging the manoeuvres," Choe said. Washington and Seoul say the annual Team Spirit joint military exercise is a purely defensive exercise.

On Monday Kim Jong-il said he was acting because "war may break out any moment".

He immediately sacked three ministers.

The Blue House believes that details of the transgressions were leaked to the press by the political opponents who had access to intelligence dossiers.

Although a military coup remains a remote possibility, the incident reveals that dismissed army officers and intelligence agents could play a mischievous role in creating discontent against Mr Kim.

Mr Kim must also maintain firm control over the faction-ridden DLP, although his position appears secure for the moment since most of his main rivals left the party in protest after he received the DLP presidential nomination last year.

But he may find it difficult to instil loyalty among DLP legislators if he adheres to his promise not to accept political contributions from business and distributes the funds to the party members as was done in the past.

The powerful bureaucracy could also pose problems for Mr Kim. Although many of his ministers are experts in their fields, they lack administrative experience and consequently may fail to gain control of their organisations.

However, Mr Kim may rely on the more savvy technocrats in the Blue House to maintain command over the bureaucrats.

In pushing through reforms, Mr Kim does have allies of potentially enormous strength.

One is business. Although the Seoul bourse initially reacted adversely to some of his anti-corruption measures because of the chilling effect they would have on stock trading, business leaders seem pleased with the president's programme of economic deregulation and his gradual approach toward reform of big business.

Mr Kim has also gained wide public support because of his anti-corruption campaign and his democratic reforms. If Mr Kim can maintain the public trust, his may yet achieve his goal of creating a "New Korea."



Faisal Husseini, chief Palestinian peace negotiator (second from right) and colleagues in London yesterday after resuming contacts with British ministers

Deportee demand deadlocks peace process

By Roger Matthews,
Middle East Editor

THE Palestinians will not resume Middle East peace talks until Israel agrees to stop deporting people from the occupied territories, its leading negotiator said yesterday.

Mr Haidar Abu-Shafi told Reuters in Jerusalem that the talks would remain deadlocked as long as Mr Yitzhak Rabin, Israel's prime minister, reserved the right to deport people.

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far refused to implement fully UN Security Council resolution 799 which calls for their immediate return.

Mr Abu-Shafi's assessment of the peace process came shortly before Britain added its diplomatic weight to efforts to get the talks restarted by meeting representatives of the Palestine Liberation Organisation in London.

Mr Douglas Hogg, minister at the Foreign Office, ended a two-year British ban on top-level contacts with the PLO during talks with Mr Faisal Husseini, the leading

Palestinian in the occupied territories, Mr Hesel Fahoun, who heads the PLO European section in Tunis, and Mr Arafat, his London representative.

Mr Warren Christopher, the US secretary of state, said yesterday his government would

not be following the British example because of disappointment at the PLO's failure to be of assistance on terrorism issues. "We're going to continue, at least for the time being, with our present policy," Mr Christopher said.

Britain informed the US in

advance that it was resuming ministerial contacts with the PLO and did not encounter any opposition. Israel, however, complained about the resumption of British contacts, arguing that it would damage the peace process.

Mr Yasir Arafat, the PLO chairman, hoped that the British move and an earlier Belgian decision to upgrade the Palestinian mission in Brussels signalled a more positive European role in the peace process.

Mr Hogg said after his meeting with the three Palestinians

that they understood the importance of resuming bilateral negotiations with Israel. "Further movement on the question of deportation would greatly facilitate their ability to come back into the talks," he added.

Mr Safieh, who has been working hard for a resumption of ministerial contacts, described the meeting with Mr Hogg as "warm, constructive and very promising".

Mr Husseini added: "I am optimistic. I believe that by more work we can solve this problem of the deportees."

S Africa plan focuses on equality

Philip Gavith and Patti Waldmeir report on a radical economic programme

THE South African government yesterday launched its most radical economic restructuring programme since it took power in 1948.

The programme, which reflects a new emphasis on equality, would touch almost every aspect of economic life.

It aims to increase the amount of investment in relation to gross domestic product to improve productivity and to re-establish the stable financial environment without which investors cannot prosper.

It is a classic supply-side restructuring programme – but with a human face, designed to make it palatable to opposition political forces whose approval must be gained if it is to succeed. Initial union reaction was positive, with a leading union economist describing the plan as a useful starting point rather than rejecting it out of hand.

The changes required to effect it are enormous.

They include:

- Reducing government current expenditure to 20.1 per cent of GDP in 1997 from 26.3 per cent in 1992.

- Lowering the company tax rate to 40 per cent from 48 per cent, and the individual's marginal rate to 40 per cent from 43 per cent, by 1997;

- Reducing tariff barriers on imports to 18 per cent (possibly 14 per cent) in 1997 from 27 per cent at present;

- Keeping real wage increases to 0.75 per cent per annum;

- Taking a tougher line on anti-competitive behaviour, price-fixing and collusion;

- Balancing the budget by 1997. (Last year's deficit represented 9 per cent of GDP);

- Phasing out exchange controls;

Success will depend on wage restraint from the unions and an inflow of foreign capital equivalent to 2.8 per cent of GDP in the mid 1990s, tailing off later (largely from international finance institutions).

It will also depend on a strong government's ability to push through unpalatable reforms – at a time when Pretoria is about to hand over to a power-sharing government which could prove weak and fractious.

The programme is published against a background of widespread acceptance of the pressing need for fundamental economic restructuring.

"South Africa cannot afford another decade of poor economic growth, since this will only lead to greater unemployment, poverty, violence and social instability," comments Mr Derek Keys, minister of finance and the driving force behind the document, in the foreword.

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- Phasing out exchange controls;

Africa is to meet its daunting development challenge.

Fiscal and monetary discipline improved functioning of product and labour markets and liberalised trade and financial markets are among the programme's goals.

The focus is on providing long-term solutions to structural problems, rather than short term palliatives. The approach will be gradual as the government believes the economy and the society are too sick to survive a "big bang" approach.

The document notes "the new political understanding of the nature of the South African economy... accepts that the process of economic growth must be seen as but a central feature of the broader process of economic development of the country and its people."

In the past they have always insisted that growth alone was enough to cope with poverty.

What is envisaged is a process of structural adjustment in the developed market economy – it took the deepening

less-developed socio-economic framework, in particular the equitable access of all South Africans to all opportunities in the economy.

During the difficult political transition to democracy, the government would provide a package of measures including labour intensive public work schemes, unemployment insurance and special training programmes.

Mr Keys has been careful to stress that the restructuring proposals are not prescriptive, but are meant to provide a platform for debate.

But his officials make clear that reform will begin with next week's budget. "It may have more teeth than people would like to see" says Mr Jacobs.

The document highlights constraints on growth: in the short term, a large fiscal deficit could crowd out a private investment revival, and balance of payments problems will constrain growth if large net capital outflows cannot be stemmed.

The longer term constraint is the legacy of apartheid – defects in the socio-economic system, such as large distances between industrial centres and labour force accommodation, and lack of education and skills which would "prevent the full participation in the growth process by the country's large developing community."

Democracy where no one ever argues

Indonesia's president will be re-elected unanimously today, writes William Keeling

INDOONESIA'S President Suharto is likely to get unanimous support from the People's Consultative Assembly (MPR) today when it elects him into a sixth term of office. The lack of opposition is part of Indonesia's "consensus" democracy, says ministers. But government critics believe it signals trouble for when Mr Suharto, now 71, finally relinquishes power.

The assembly meets for 11 days every five years to ratify the government's programme and vote for the president. Its five factions – the ruling Golkar party, two opposition parties, military representatives and provincial leaders – have always concurred on all economic and political issues.

Even demands by the small nationalist pro-Christian Indonesian Democratic party for an electoral process less favourable to the ruling party were withdrawn to avoid a vote, an act which "shows a maturity of democracy in our country," says energy minister Mr Ghanjar Kartasasmita.

Investors in the Jakarta stock market have welcomed the prospect of five more years of Mr Suharto. After a depressed second half of 1992,

the composite index has risen 13 per cent this year. Brokers say foreign buying has increased ahead of the election.

Golkar dominated last year's general election for 400 of the 500 seats of the lower parliament. Representatives of the armed forces, which have a political role enshrined in the constitution, fill the remaining 100 places. The 1,000-member assembly consists of the lower parliament and 500 members appointed by the government.

Golkar has formed the government since 1971, the first election following Mr Suharto's assumption of power in 1965.

Political analysts worry that this monopoly on power is storing up problems for the future.

Mr Cornelius Lay, a lecturer at the University of Indonesia, believes long exclusion of opposition parties from power may produce radicalisation as they become disenchanted with the political process.

Mr Suharto, however, a former army-general, is unlikely to relax his grip. Last week he criticised liberal democracy as failing to sustain development.

He reaffirmed the military as "an inseparable part of our democracy".

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the "new political understanding of the nature of the South African economy... accepts that the process of economic growth must be seen as but a central feature of the broader process of economic development of the country and its people."

What is apparent, say the government's critics, is that Indonesia's 185m people will have little involvement in choosing the next leader. And the three separatist movements in Aceh, Irian Jaya and East Timor are a reminder that political stability is not assured. Without Mr Suharto and the depth of authority he commands, Indonesia's "consensus" democracy may begin to crack.

Fujitsu cuts back on new recruits as profits fall

FUJITSU, Japan's largest computer company, is cutting recruitment drastically and shaking up management in an effort to improve its poor performance, writes Michio Nakamoto in Tokyo.

NEWS: THE AMERICAS

Clinton and Mitterrand stress Russia's need for aid US and France seek G7 talks

By George Graham
in Washington

PRESIDENTS Bill Clinton and François Mitterrand yesterday called for greater urgency in helping Russia with western aid.

Both men acknowledged that Japan's opposition to the idea of holding an emergency summit of the Group of Seven leading industrial nations before the regular summit to be held in Tokyo in July, but said that the G7 must move before that.

"I don't believe we can wait until July," Mr Clinton said.

after a morning meeting with Mr Mitterrand in Washington. An emergency G7 meeting would probably be useful but might not be possible in the face of Japan's objections. Nevertheless, the west must move "aggressively" to help Russia, which might otherwise be forced to look increasingly to arms sales as the only way of earning hard currency, Mr Clinton said.

Mr Mitterrand, who has advocated an emergency G7 meeting, added that Japan appeared to misunderstand the urgency of the problems facing

Eastern Europe and the former Soviet Union.

At their first meeting yesterday, the two presidents also agreed on a cautious approach to the idea of committing more troops to Bosnia. Both said they were willing to increase their forces only after a peace agreement along the lines proposed by Mr Cyrus Vance and Mr David Owen had been reached.

"We accept the Vance-Owen plan. We want it to be successful. We see its imperfections but know of no better instrument," Mr Mitterrand said.

Trade issues, which have set France and the US at loggerheads recently, were reserved for later discussion over lunch, but both presidents struck a conciliatory note, with President Clinton suggesting his recent aggressive comments about European subsidies to the Airbus consortium might have been misinterpreted.

President Mitterrand said

agreement on the Uruguay round of talks on updating the General Agreement on Tariffs and Trade was important, but could not be achieved by piece-meal negotiations.

Fiscal fever infects congressmen

By George Graham
in Washington

THE US Congress's Democratic majority is set to agree on even deeper cuts in spending than those proposed by President Bill Clinton.

The House of Representatives Budget Committee is expected to vote today on a budget resolution that will make extra spending cuts totalling \$63bn (£44bn) over five years on top of Mr Clinton's own plan, which had aimed to trim government spending over the period by a net \$22bn.

Agreement on the budget resolution is the latest stage in a fever of fiscal responsibility that has infected liberal spenders, conservative farm subsidisers and fervent opponents of tax increases alike.

President Clinton first agreed on an additional \$55bn of spending cuts with Democratic party leaders in the House of Representatives on Monday night, but further meetings on Capitol Hill prompted Democrats on the

House Budget Committee to expand those cuts to \$63bn and Democrats in the Senate are working on an even larger batch of cuts.

When Mr Clinton announced his budget plan last month, it was widely assumed that he would have trouble keeping its spending cuts intact. Instead, Congressional Democrats have outdone him.

"When the whole process started, the issue was, would the Congress go as far as the president recommended?" said Congressman Martin Sabo, chairman of the House Budget Committee. "I'm just indicating we'll go further."

The White House is now worried if it will be able to preserve the increased spending on infrastructure, technology, the environment and education that also forms part of the Clinton economic plan. Some conservative Democrats are seeking, in particular, to trim the \$16.3bn package to provide a short-term stimulus to the economy.

Mr Leon Panetta, the budget director, said yesterday that

Congress was "moving in the right direction" but warned that deeper cuts might be counter-productive.

The debate is concentrated on the budget resolution, which provides general outlines for spending and revenues. When detailed cuts are taken line-by-line in later appropriations bills, following presentation of the complete Clinton budget on April 5, members of Congress are

expected to lose much of their new-found enthusiasm for fiscal discipline as they fight to preserve the programmes that benefit their own districts.

However, Democratic leaders have had to work towards a consensus on the budget resolution knowing they can count only on their own party, since the Republicans have made it clear they will not vote for the Clinton budget.

Ontario Hydro to cut 4,500 jobs

By Robert Gibbons
in Montreal

ONTARIO HYDRO, one of North America's biggest utilities, is cutting staff by a further 4,500, bringing planned reductions since late last year to 6,000. This is part of the utility's restructuring to deal with a debt crisis and a 30 per cent increase in power rates over the past three years.

Total payroll will decline to 23,000 mainly through attrition and early retirement, said Mr Maurice Strong, the chairman. Negotiations will begin soon with the unions.

A programme to re-tube the Bruce A nuclear reactors, at a cost of nearly \$82m (US\$1.5bn) is being deferred indefinitely. A Bruce heavy water plant will close in 1994.

Ontario Hydro expects surplus generating capacity of 3,500MW once its Darlington nuclear plant is on stream this summer. Demand for electricity has declined over the past three years.

Mr Strong said about C\$10bn will be cut out of the utility's C\$30bn 10-year capital spending programme.

Argentine balance of payments worsens

By Stephen Fidler,
Latin America Editor

ARGENTINE trade figures released this week showed the country's balance of payments position deteriorated more rapidly last year than the government has admitted.

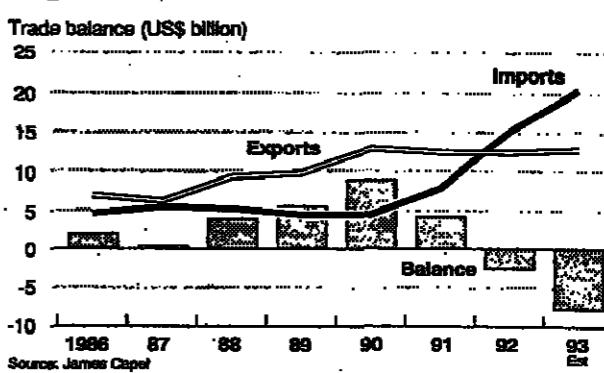
The figures, which will be subject to one more revision before they are final, showed Argentine trade swung into a deficit of \$2.87bn (£2bn) last year after a 1991 surplus of \$3.7bn.

This sharp deterioration has raised questions about the sustainability of the government's economic policy, which is using the exchange rate — fixed against the dollar since April 1991 — and increasingly seen as overvalued — as a central plank of its strategy to fight inflation.

The deficit was caused by a 79 per cent rise in imports last year to \$14.84bn, while exports were little changed at \$11.98bn. More worrying to some economists was the pace of the deterioration from the first half when there was a \$1bn surplus to the second half when there was a \$3.9bn deficit.

Mr Geoffrey Dennis at James Capel in New York said he expected the deficit would

Argentina



jump to \$3bn this year, with the rate of growth of imports slowing somewhat and that of exports rising. At just over 3 per cent of gross domestic product the deficit would not be large in absolute terms and hard currency reserves were sufficient to cover 10 months' imports. Nonetheless, he believed the trade position was eroding so quickly that a shift towards a crawling peg devaluation of the peso was required.

The figures also indicated trade with the US and Brazil more than accounted for the trade deficit: the shortfall in trade with the US was \$1.82bn and with Brazil \$1.75bn. They showed a relatively small proportion of imports were directly for consumption: capital goods and spare parts made up 34.2 per cent of imports, semi-finished goods 34.8 per cent and consumer goods, including cars, 27 per cent.

The government has said the deficit will be constrained this year because of import levies imposed in November. Mr Juan Schiaretti, trade and industry secretary, was quoted by Reuters saying latest figures from the customs service showed a substantial fall in imports during the first two months of 1993. He gave no figures.

ADAPTING TO A CHANGING EUROPE

ADVERTISEMENT

Meeting The Global Challenge

The Nineties are proving to be years of change. They have already seen the end of the 'Cold War' era, the birth of a unified Europe and a realignment of global power blocs. For Marubeni Corporation, one of Japan's leading diversified trading companies or 'Sogo Shosha', change offers a myriad of new opportunities. Company president Iwao Toriumi explains why.

By Russell McCulloch



Mr. Iwao Toriumi, President, Marubeni Corporation

McCulloch: You have urged your company's staff to "Create opportunities out of change". What do you mean by this?

Toriumi: Change provides our greatest potential as well as our strongest competitor. Marubeni is a trading company and in our 1991 fiscal year, overseas trading activities accounted for 57.7 per cent of all transactions. This means that any major world development has a direct impact on our business, and we cannot escape this reality. We must adjust to those developments accordingly and try to turn those events to our advantage.

This is why I emphasise to our staff that we must remain committed to the spirit of innovation and discipline that has carried us through the present difficult business environment. Rather than lose our competitive edge, we have taken advantage of this opportunity to reform our business structure extensively. We must be strong enough to build up our most promising businesses patiently and decisively enough to eliminate those which can no longer be competitive.

The controversy, along with remarks by Mr Franco that he wants some economic plan in place by the end of April, has increased speculation over a forthcoming price freeze or price controls as the only measure which will have an immediate — if short-lived — effect on inflation.

However, the political crisis surrounding Mr Haddad's demise may harm the government's chances of approval in today's final senate vote for a new tax on cheques. Expected to raise \$7bn, it is seen as the only hope for balancing this year's budget.

McCulloch: What is the most important global change to have taken place in recent years?

Toriumi: Without doubt the most momentous change has been the end of the Cold War. The end of superpower rivalry between the United States and the former Soviet Union has made the world more free but, unfortunately, less stable. The post-Cold-War world rests increasingly on the existing triangle of three economic superpowers — the United States, unified Europe and Japan —

which together produce 70 per cent of the world's products. Politically however, they have so far shown less leadership than might be expected as they have been coping with their own national problems and a weak global economy.

McCulloch: What are the real—and potential—opportunities for Marubeni in this new world order?

Toriumi: Marubeni is a multinational company, so for us, the opportunities offered by an increasingly "borderless" world are immense. The establishment of newly independent countries keen to tap new markets for their commodities, eager to develop their industries and desperate for imported products provide ample scope for the range of goods and services Marubeni can offer.

New Offices Opened

In addition to our 611 domestic and overseas subsidiaries and affiliates, Marubeni also operates a network of over 200 offices including those recently opened in Vladivostok and Nakhodka in the CIS, and in Phnom Penh in Cambodia.

One particular opportunity this new world order presents us with is the possibility of closer cooperation between Marubeni and European companies, especially those dealing with the countries of the former eastern Europe. In the past, Marubeni was actively involved in these countries but now that the order has changed, our knowledge is limited.

We need the "software" that European business executives have about this region. And this cooperation can be reciprocated.

Bridging 'East' and 'West'

Recently, we were approached by a European company seeking our knowledge about the Chinese market, and we were delighted to help. In this way, I believe Marubeni can perform the valuable function of providing a bridge between the 'East' and the 'West'.

McCulloch: Marubeni is very strong in the Chinese market now, isn't it?

Toriumi: Though Marubeni is positively approaching many countries in Asia, I'm pleased to say that our particularly close relations with China are now reaping rewards. During last calendar year, Marubeni's turnover in China was close to \$2,000 million. We have several joint venture companies operating there and our chairman, Mr Kazuo Haruna, is encouraging me to establish 100 joint ventures in China within the next five years! I

However, another development which disturbs me has been the formation of powerful economic and political trading blocs such as the EC and NAFTA. There are even suggestions that the countries of Asia should form their own trading bloc.

Such groupings have the potential to become protectionist, to cut their members off from the forces of

true market competition, despite their creators' intentions to the contrary.

think it might take a little longer.

'Free' Market Plea

McCulloch: I understand one of those joint ventures involves the management of an industrial park in China. This seems an unusual activity for a trading company.

Toriumi: On the contrary, our involvement with this park in Dalian is entirely consistent with our activities as a major Sogo Shosha. Through this industrial estate, we encourage other Japanese manufacturing companies to establish factories there. This creates jobs, aids in the transfer of technology and helps to expand China's manufacturing base. Some of the items produced will meet China's growing domestic market but some will also be exported to provide China with valuable foreign currency. This is not only good for the local community but also for the country as a whole.

McCulloch: Is this the kind of multifaceted role you see Japan's Sogo Shosha playing in future?

Toriumi: The term 'Sogo Shosha' means diversified business conglomerate, and so, in one sense, we are already multifaceted.

Over the past few decades the major trading companies such as Marubeni have been continually expanding the menu of goods and services they provide to include commercial and industrial intelligence, finance and investment, consulting and syndicating skills, risk management, and even engineering activities.

In our case, in addition to promoting export-oriented industries in areas such as energy, metals and agricultural commodities, Marubeni has also built container terminals, supplied telecommunications systems, and even helped finance the purchase of aircraft for a new airline established in Taiwan.

Mcculloch: But trading remains Marubeni's key business activity. Do you have any concerns in this area?

Toriumi: Of course, my most immediate wish is for an economic recovery. The recession both in Japan and abroad is making our business extremely difficult and I'm hoping that we will see signs of a recovery within this year. If not, next year the conditions will be even more severe.

However, another development which disturbs me has been the formation of powerful economic and political trading blocs such as the EC and NAFTA. There are even suggestions that the countries of Asia should form their own trading bloc.

Such groupings have the potential to become protectionist, to cut their members off from the forces of true market competition, despite their creators' intentions to the contrary.

Mcculloch: You believe strongly that Japan has an important role to play in world affairs. What led you to this opinion?

Toriumi: It was probably the many years I've spent outside of Japan. I lived in Vietnam for three years in the early 1960's and then spent another seven in Indonesia. More recently I was president of Marubeni America Corporation for three years, from 1988.

Japan's International Role

All of this experience opened my eyes to observe "What is Japan?" and "How should Japanese people play a positive role internationally?" This is becoming more important because it is now time for us — both as a corporate entity and as Japanese people — to take innovative initiatives as we respond to the challenges of an increasingly interdependent world.

That is, interdependent economically, environmentally, and in terms of national and global security. It is time for Japan to define its role and present its case internationally.

Marubeni
CORPORATION

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NEWS: WORLD TRADE

UK hits at Japan on liquor taxes

By Michiko Nakamoto
In Tokyo

The UK has complained to Japan over the latter's failure to comply with a Gatt ruling made in 1987 on its liquor taxation system which discriminates against imports. Mr Richard Needham, minister of state for trade, yesterday expressed his concern in a meeting with Mr Ichiro Aisawa, parliamentary vice-minister at the Ministry of International Trade and Industry.

Mr Needham was adding the UK's voice to growing EC criticism of Japan over the discriminatory taxation system which still remains despite the Gatt panel ruling. Criticism that it has failed to comply with Gatt recommendations comes at a sensitive time for Japan, which is moving towards a more Gatt-oriented trade policy.

The Japanese government, under growing pressure over trade from the US and EC, has said it was more likely to refer to Gatt in trying to resolve thorny issues, especially where US retaliation was likely.

In 1989 the Japanese government made some changes to its liquor taxation system by, for example, removing the difference in taxes between local and imported liquor. But the EC has become impatient after waiting five years for Japan to remove the last tax areas placing imports at a disadvantage.

Substantial differential still exists between Japanese *shochu*, a potato-based liquor, and whisky and brandy. The taxation differential between one class of whisky and a certain class of *shochu*, for example, is nine times. The EC is also concerned about a move in Japan to introduce another tax category for low strength whisky: *mizuwari*, or whisky diluted with mineral water.

The EC formally requested Japan to comply fully with its obligations under Gatt at the last EC-Japan ministerial meeting in Brussels in January. Japan does not believe it has failed to implement the Gatt recommendation.

Last-minute decision by former US trade representative

Hills ordered dumping laws study

By Nancy Dunne
in Washington

STRONG complaints by US exporters led Mrs Carla Hills, the former US trade representative, to order a controversial two-year study of the US dumping and subsidy laws just five days before leaving office, according to Mr Julius Katz, Mrs Hills' former deputy.

The trade representative's staff had for many months discussed having the bipartisan International Trade Commission take a "good, hard look" at the effects of the "unfair" trade regime in a balanced, non-partisan way, Mr Katz said.

"We had no political reason for calling for the study," Mr Katz said. The proposal - for an in-depth look at the effects of dumping and subsidies as well as the impact of the subsequent duties on the US economy - came from the office's career staff.

Mrs Hills apparently reck-

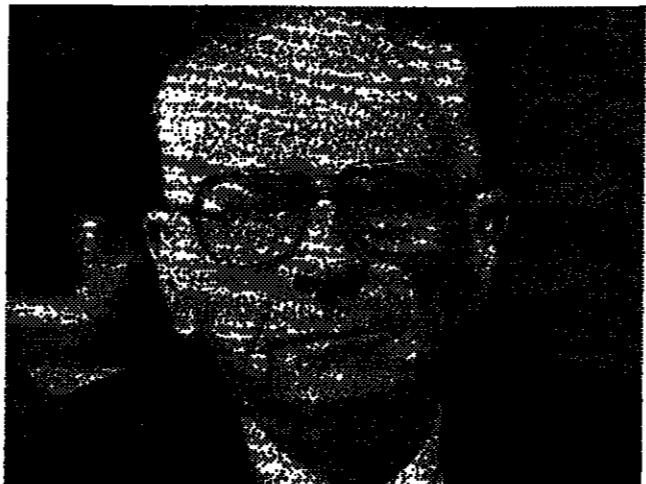
oned without the intervention of the Democratic chairman of the International Trade Commission, Mr Don Newquist last

week sent the proposal for the study to Mr Kantor, giving him 90 days to shelve it if he wishes. He has yet to comment on the matter.

A spokesman for Mr Newquist said the Trade Representative's Office had failed to perform the detailed consultations with the ITC usual when studies were requested. He suggested that the budget-cutting Clinton administration might have different priorities, and the agency was already loaded with time-consuming study agenda.

Mr Katz said Mrs Hills had called the chairman about the study and had spoken with his counsel, Mr Fred Beavers.

After the call it was decided to stretch the timing of the study from 1993 to 1995, to keep it separate from election year politics. Mr Beavers said Mrs Hills had simply informed him of the study without asking for Commission suggestions.



Tony Andrews
Julius Katz: "We had no political reason for calling for the study"

OECD Export Credit Rates
THE Organisation for Economic Co-operation and Development (OECD) announced new minimum interest rates (%) for officially-supported export credits for Mar 15-Apr 14 (Feb 15-Mar 14 in brackets):

D-Mark	7.38 (7.87)
Ecu	8.55 (9.01)
French franc	8.99 (9.20)
Guilder up to 5 years	7.50 (7.90)
5-8.5 years	7.55 (7.95)
more than 8 years	7.85 (8.20)
Italian lira	12.22 (12.75)
Yen	4.70 (5.00)
Peseta	12.76 (13.47)
Sterling	7.70 (8.10)
Swiss franc	6.58 (6.59)
US dollar for credits of up to 5 years	5.58 (5.93)
5-8.5 years	6.43 (6.83)
for credits of over 8.5 years	6.87 (7.26)

These rates are published monthly by the Financial Times. They usually exceed the minimum of each month. A premium of 0.2 per cent is to be added to the credit rates when listing of bid interest rates may not be fixed for longer than 120 days.

SDR-based rates of interest are the same for all countries but are not included only for the OECD-defined poor countries.

For the period from Jan 15 through July 14, the SDR-based rate will be 7.58 per cent. This is the previous rate of 8.1 per cent. The SDR-based rate will again be subject to change on July 15.

Source: OECD, Paris

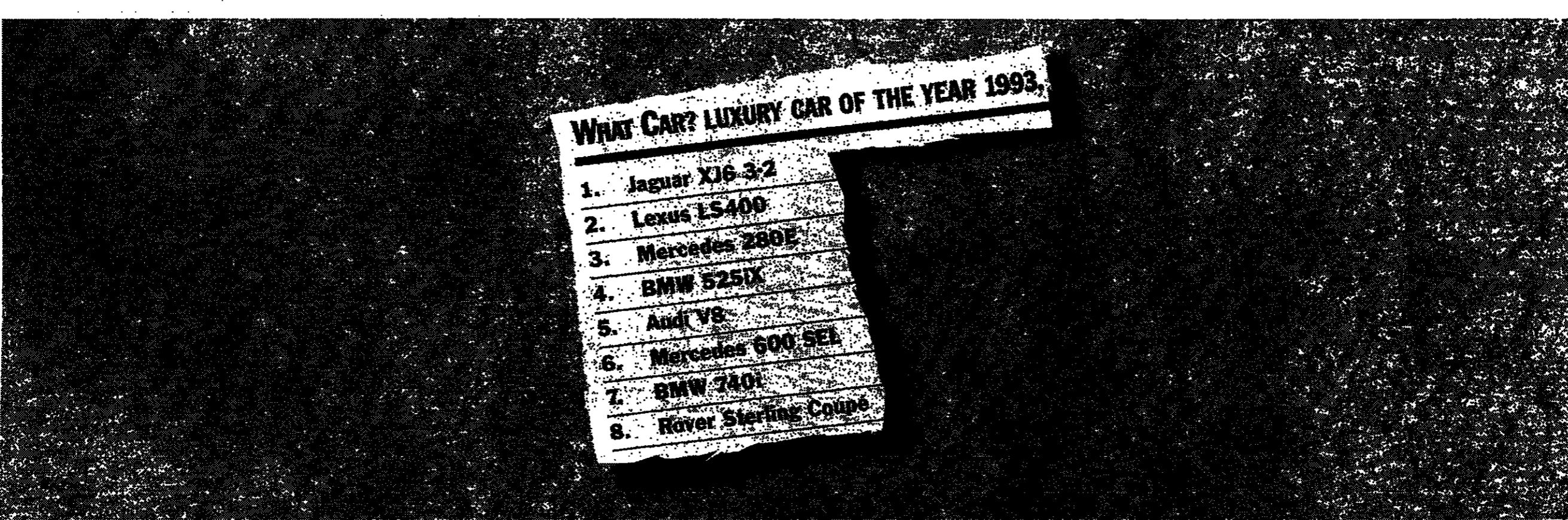
For further information contact the OECD, Paris, France.

For further information contact the OECD, Paris, France.</

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FINANCIAL TIMES WEDNESDAY MARCH 10 1993

TOP CAT.



What are tables for, if not to come top?

NEWS: UK

UK employers warned on pay or jobs divide

By David Goodhart,
Labour Editor

SOCIAL STABILITY in Britain could be threatened if pay increases take priority over jobs when recovery gets under way, according to Mr Howard Davies, director general of the Confederation of British Industry (CBI).

Addressing a private meeting of senior industrialists earlier this week, Mr Davies warned that an acceleration of wage increases, prompted by skill shortages, could produce high inflation alongside high unemployment.

"In those circumstances one has to have some concern about social stability," he said. He also stressed the responsibility of employers in achieving a better trade-off between pay and jobs.

"Employers have a key role to play, by seeking growth opportunities, not just headcount reductions, and by investing in their workforces... Businesses can only afford to do that, and will only be able to expand their markets, if they pay realistic increases".

Mr Davies also criticised executive pay in the UK. "The recent record on senior management pay is not easy to defend in all companies," he said. He pointed to the fact that pay awards for directors of between 4 per cent and 6 per cent in the last half of 1992, compared with 2.5 per cent to 4.5 per cent for employees overall.

While welcoming the general

fall in the size of pay increases, Mr Davies said UK labour costs were still not as competitive as they needed to be and that real earnings for those in work had continued to rise throughout the recession.

Pointing to the continued prominence of the inflation rate in wage negotiations, he also said: "I am left with an uneasy feeling that we may have been here before, 10 years ago for example, and that we've let things slip away before".

Although Mr Davies was critical of the uneven distribution of the "pain of the recession" and said a slower growth in living standards would have meant fewer people out of work, he only tentatively welcomed workers' recent agreement to trade off a pay cut against job security at Sheffield city council.

"In the long run I would prefer the council to the do the same work, with fewer people, at a lower cost," he said.

• The Confederation of British Industry said yesterday that more companies should consider withdrawing from collective bargaining.

Mr Robbie Gilbert, CBI director of employment affairs, recommends in a paper on pay setting that companies consider increasing the proportion of employees on short-term and fixed contracts and locking labour costs into pay deals of more than one year.

He also said more British companies should consider withdrawing recognition from trade unions.

Consumer group urges EC postal regulation

By Michael Cassell,
Business Correspondent

A TOUGH regulatory regime will be essential to ensure a universal European postal service is not exploited by monopoly operators, according to the Consumers' Association.

An EC consultation document on developing a single market for postal services has suggested the gradual liberalisation of cross-border and direct mail services in Europe.

Although many services would be open to competition, some areas of activity could be left in the hands of monopolies.

The association says the proposals will require a regulatory

framework to ensure that market power handed to particular operators "is not exploited in terms of price, quality, availability and redress provided".

An EC suggestion that persistent failure to meet service targets might result in sanctions against operators - including the linking of permitted price rises to quality targets - is also welcomed by the association.

A survey of UK postal users conducted by the association as a preliminary to formulating its response to the consultation document, shows that customers want to keep the present balance of quality of service and price.

Exporters seek budget boost for UK companies

By David Dodwell,
World Trade Editor

CAPITAL investment write-downs, cuts in corporation tax and a loan guarantee scheme for exporters should be included in next week's Spring budget, a leading spokesman for British exporters said yesterday.

According to Mr Ian Campbell, head of the Institute for Export, the government should also extend beyond 1994 its transitional arrangements to provide NCM, the UK's leading export credit insurer, with political risk reinsurance.

"The UK will be the only EC country without a permanent facility to reinsurance political risks," Mr Campbell said.

Speaking at the UPS/Export Times Exporter of the Year ceremony, he added: "There is not sufficient private sector reinsurance available, and this will make British exporters less able to compete."

In the wake of strong support given last week by Mr John Major for exporters and the manufacturing sector, Mr Campbell called for the government to "work in partnership with industry" to improve export performance, which has remained stagnant over the past three years at about 8 per cent of world trade.

He called for a 100 per cent first year writing down allowance on capital investment in manufacturing industry, and a reduction in corporation tax to 10 per cent.

These moves would boost investment in manufacturing capacity, which has grown by just 19 per cent between 1970 and 1990 - compared with 43 per cent growth in Germany, France and Italy, 86 per cent in the US, and 129 per cent in Japan, according to data from the Centre for Economics and Business Research.

Generators advised to sell off surplus power stations

By Michael Smith

THE UK electricity regulator yesterday suggested to National Power and PowerGen, the main generators in England and Wales, that they offer for sale 11 power stations they plan to close either fully or partially later this month.

Professor Stephen Littlechild, the regulator, said putting them on the market would provide protection against a big generator closing economic plants so as to drive up the price of electricity and, thus, the profitability of other plants.

National Power, the larger of the two companies, strongly rejected Prof Littlechild's suggestion. It said overcapacity in generation was increasing and retaining redundant plant would lead to closure of other, more modern and efficient plant. Electricity production costs would rise and the environment would suffer.

PowerGen said it did not rule out selling one of its four plants. City analysts, however, said it was unlikely that either company wanted to sell its plants.

National Power's stance is a

blow to such companies as Cabah Energy, which wants to buy surplus plants, and arguably to the coal industry. Mr Chris Rowland, a director of Cabah Energy, said his company was interested in buying plants at five National Power-owned coal-fired stations with a 1,200MW generating capacity.

"If we acquired all five we would be using 2.5m tonnes of coal a year," he said. That constitutes the production of up to two of the 31 threatened pits.

Prof Littlechild's recommendation followed publication of a report by Touche Ross, an accountant he had appointed as independent assessor on the closures. He endorsed its finding that while both companies' decisions to close plants were reasonable, several "credible organisations" were interested in purchasing stations.

Prof Littlechild also said the generators should consider selling viable plants.

National Power said it would make a reference. They think he will seek a change in the generators' licence, which would give him powers to order them to sell plants.

National Power's stance is a

Technology (Ordtech) who pleaded guilty in February last year to conspiring to breach controls on the exporting of military equipment to Iraq. He was given a one year suspended sentence.

Yesterday, his counsel, Mr Peter Clarke, told Lord Taylor and two other appeal court judges that Mr Grecian had supplied information to both M15 and MI6 in the late 1980s. The information was passed to the Foreign Office and discussed with King Hussein of Jordan, he said.

Mr Grecian, whose engineering company was based at Reading, west of London, pleaded guilty along with three other men to conspiracy to evade export controls after the trial judge accepted the government's arguments that sensitive information about trading with Iraq should not be put before a jury.

They are now seeking leave to appeal against their convictions in the wake of last year's Matrix Churchill trial when ministers' use of public interest immunity certificates to evade the ban on arms exports to Iraq and supply fuses for 155mm

suppress sensitive information were successfully challenged by defence lawyers.

The three other men are Mr Brian Mason, Ordtech's former engineering director; Mr William Blackledge of Preston, Lancs, and Mr Colin Phillips of Poole, Dorset.

At their trial at Reading Crown Court, Customs and Excise prosecutors had alleged the four men were part of a conspiracy to use bogus end-user certificates to evade the ban on arms exports to Iraq and supply fuses for 155mm

heavy artillery shells.

The fuses were never exported, but the end user certificates, signed by a Jordanian general, stated they were destined for Jordan, the trial judge was told.

The four men had maintained that the British authorities had been aware of their activities.

Yesterday's preliminary hearing - to decide whether the four men should be allowed leave to appeal - was adjourned to allow Customs prosecutors time to decide

which documents can be handed over directly to defence lawyers and which should be left to the Lord Chief Justice to decide on their disclosure.

The Ordtech case is also believed to be being considered by the official inquiry headed by Lord Justice Scott into Britain's defence trade with Iraq.

The inquiry was prompted by last autumn's collapse of the Matrix Churchill trial when three businessmen were acquitted of evading export controls to Iraq.

Sterling devaluation prompts rise in producer prices

By Peter Marsh,
Economics Correspondent

MANUFACTURERS may be increasing prices in reaction to higher costs sparked by sterling's devaluation, according to government figures released yesterday.

A big jump last month in the prices of materials and food purchased by manufacturers has raised fears of inflationary pressures. It was also accompanied by indications that compa-

nies are passing on more costs to their UK customers, possibly to rebuild profit margins.

Last month prices at the factory gate of manufactured goods excluding food, drink and tobacco - items whose prices fluctuate with tax changes - rose by 2.7 per cent compared with February last year.

That is the same year-on-year rate as in January, and above the comparable figures of 2.4 per cent recorded in

December and November last year.

Prices including food, drink and tobacco increased by 3.7 per cent in February compared with 12 months previously. That is up from a year-on-year 3.6 per cent in January and is the highest yearly rise since last April.

Materials and fuel purchased by manufacturers rose 0.5 per cent in February compared with the previous month, the same as between December

and January. The rises have been blamed partly on higher import prices following the 1.5 per cent fall in sterling since last September when Britain left the European exchange rate mechanism.

The year-on-year increase in input prices last month was 6.9 per cent, unadjusted for seasonal variations. That is up from a revised increase of 6.3 per cent in the year to January, and is the highest year-on-year rise since May 1989.

The figures, released by the Central Statistical Office, underline suggestions that inflation as measured by wholesale prices of factory goods may climb later this year in response to higher import costs.

Labour costs, meanwhile, are rising only slowly. Many workers have agreed low wage settlements, partly due to continuing recessionary conditions and fears about unemployment.

Between last September and February, prices paid by manufacturers for materials and fuel have increased by 9.2 per cent. The increases have particularly affected companies in the metals, food, and chemicals businesses which import large amounts of raw materials.

Allowing for seasonal variations, prices of materials and fuel rose 1.4 per cent in February compared with January, after 0.7 per cent the previous month.

Britain in brief



NatWest admits credit card errors

National Westminster Bank admitted that thousands of payments on its Visa credit cards had been switched among accounts. It said it was unsure if it would be able to identify the errors unless each customer complained.

The bank said it believed "human error" was to blame for the application of payments to the wrong accounts which had taken place in January. It was correcting errors as customers complained about over- or under-payment of accounts.

The mix-up follows mistakes over payments on credit cards from NatWest and other banks last August. These occurred when First Data Resources, which processes transactions on several banks' behalf, changed computer software.

Trust to pay pensioners

Payments from the government's £2.5m emergency fund to help the pensioners whose fund was raided by Robert Maxwell, the late media magnate, will be taken over by the charitable trust chaired by Sir John Cuckney, in order to prevent hardship once the "drip feed" runs out.

The Cuckney fund had to step in because of the package of measures unveiled by Mr Lang aims to improve parliament's handling of Scottish affairs partly by transferring more powers to the Scottish Office. It is intended both to enhance Scotland's status in the United Kingdom and stave off Scottish demands for constitutional change.

Rolls-Royce set to cut aerospace workforce

By Paul Bettis,
Aerospace Correspondent

ROLLS-ROYCE, the aerospace and industrial power group, is likely to cut between 3,000 and 5,000 jobs this year because of the continuing deep recession in the aerospace industry.

The company is expected to announce its latest restructuring plans tomorrow when it reports its financial results.

The new wave of heavy job cuts follows sweeping restructuring during the last two years in which 12,000 jobs were lost throughout the group. Rolls-Royce, which employed 64,200 at the end of 1992 - 36,500 in aerospace - employed around 52,000 at the end of last year, with aerospace accounting for just under 30,000.

Most of the latest job cuts are likely to be concentrated in aerospace, which accounts for about 60 per cent of the group's £2.5bn (\$5bn) annual turnover.

The company, like its two principal US competitors, General Electric and Pratt & Whitney, has suffered from the combined effects of the decline in defence spending and the sharp recession in the civil aviation industry which has led to airline customers cancelling or deferring engine orders.

Rolls-Royce has had to maintain heavy research and development spending to produce the Trent, the new big civil engine which will power the new generation of large wide-bodied jet aircraft.

Analysts expect Rolls-Royce to report 1992 pre-tax profits of £50m-£90m tomorrow and cut its dividend.

The prospect of industrial action in schools in England and Wales after Easter has grown after members of the 180,000-strong National Association of Schoolmasters Union of Women Teachers voted overwhelmingly to boycott the assessment and testing associated with the government's national curriculum.

Schools face test boycott

The prospect of industrial action in schools in England and Wales after Easter has grown after members of the 180,000-strong National Association of Schoolmasters Union of Women Teachers voted overwhelmingly to boycott the assessment and testing associated with the government's national curriculum.

Lifeline for threatened pit

British Coal is to invest £7m immediately in Wearmouth colliery, one of the 31 pits whose closure was announced last October. The investment at the pit, one of four earmarked in the original closure announcement for mothballing, increases hopes among its 800 miners that their pit will be saved.

Newspaper for the blind

The Royal National Institute for the Blind and The Guardian have launched the first electronic newspaper of its kind in Europe for the blind and visually impaired. The entire text of each copy of the Guardian newspaper will be broadcast by teletext and stored in a personal computer. With the help of a voice synthesiser, a blind person can browse through headlines and articles.

MANAGEMENT

Today's annual results from the UK engineering group Vickers will once again bear the scar of big losses from its luxury car subsidiary Rolls-Royce. But according to a confident Peter Ward, Rolls' chairman and chief executive, "there'll be black ink" at the operating level next time.

Ward can make this claim because of the way the company has quietly been undergoing a revolution along Japanese "lean manufacturing" lines. Traditional working practices have been overturned, employee numbers have been cut from 5,200 to 2,490 and the break-even level of production has been reduced to less than 1,400 cars a year from 2,800 in October 1991.

By any standards that is a considerable achievement, though, as Ward admits, urgent action was required. Rolls was certainly forced to slim down in response to the previous car market collapse in the early 1980s – but inevitably costs got out of control again during the unprecedented eight-year bull market which reached its apogee for Rolls in 1990 with record sales of 3,300.

Even at the slashed break-even level, Rolls-Royce would have made further losses last year with sales of just 1,376.

But Ward points out the changes in company organisation first put in train at the end of 1990 mean Rolls needs only a slight sales lift this year for operating profitability to be restored. It will take much more time to reduce the company's daunting debt burden: Rolls will have been largely responsible for an expected rise in Vickers' total indebtedness to around £10m by the end of last year.

The enormous changes in production process and labour organisation are evident all over the sprawling facilities at Crewe, Cheshire.

"It is simply a different business. We've turned it round," says Ward. "The spur for change came from a growing fear that due to the Gulf war, the imposition of a luxury goods tax and doubled "gas guzzler" taxes in its prizéd US market, and gathering recession elsewhere, the company's very survival could be in doubt."

"So we asked ourselves, if we had a greenfield site how would we run it? We went away and created a plan of a greenfield site, and decided to make it happen on the old one," Ward said.

Out of the exercise emerged a "green book" forming the basis of new working practices and factory organisation which would sweep away old demarcation lines, create Japanese-style working teams and the concept that any individual unit within the plant was the customer of another.



At the Crewe facility the production line teams have been streamlined, making change hands and foremen a thing of the past

Driven towards leanness

Rolls-Royce Motors has radically transformed its working practices, writes John Griffiths

The plant was divided into 16 zones, each encouraged under a manager to act as a business within a business and assuming full responsibility for cost, quality, delivery and even materials purchased. Within the zones work 180 teams, typically six to 10 strong.

Out went change hands and foremen, leaving a flatter management structure of just four levels. Within the teams there is total flexibility regardless of individuals' craft backgrounds.

The 120 union representatives – reflecting Rolls' broad craft traditions – were reduced to 40 and just seven elected to the joint works-staff negotiating committee. Such dissent as there was came from local convenor level not from national union leaders.

It was a radical approach, inevitably provoking great scepticism. But negotiations on its introduction were finished by March 1991.

"The biggest problem was middle management trying to protect its status quo," recalls Bernard Preston, director of quality.

Preston recalls recently having a senior Mazda manager visit the plant. "He said we've gone further than a Japanese plant could go. Here we've got people on £40,000 working together on the same team

with someone on £280 a week. They couldn't do that in Japan."

Rolls' teams are becoming accustomed to their new-found freedom – and responsibilities. The sense of commitment and "proprietorship" has been heightened, says Preston, by changes such as a member of one of the four-engine assembly teams spending three hours assembling one engine, not the previous 34 minutes doing specific tasks. It has become "his" engine.

Butch Wilson, a former fitter, makes clear he has no resentments about income disparities with the engineers on the engine teams: "We help them; they help us and within a couple of hours we get almost any problems solved."

The results, says zone manager Chris Johnson, are already apparent. One measure – the number of rectifications per car – has gone from 150 to 47, and the faults themselves are getting smaller". The team approach means that even in the tradition-steeped interior trim area, the upholstering of the complex rear seat squat now requires nine hours, not 27.

The changes are not confined to labour organisation.

The almost total closure of Rolls' London coachbuilding facility, Mulliner Park Ward, nearly three years ago and the transfer of most of its operation to Crewe means the plant has gone from making one model range to four.

With the introduction of more computer numerically controlled machining equipment Rolls is making many more of its complex components in-house and in greater variety. It is out-sourcing simple items such as fasteners which it traditionally has made itself.

With Rolls' inventories slashed, senior managers say they are becoming able to differentiate between suppliers who already work with Japanese car makers in the UK and those who do not, "and have the old adversarial attitudes".

With more disciplined production planning, Rolls is now talking to suppliers about delivering straight to its assembly line.

For the first time in the company's history, shop floor employees are attending product events so that they can appreciate customer reaction at first hand.

Managers say the working system has reached the stage where it is gaining its own momentum, with managers no longer having to push. But no one is under any illusions about the formidable task still ahead in terms of financial recovery.

PEOPLE

Sommer moves from US to Sony Europe

Sony is strengthening its marketing focus in Europe with the appointment of Roy Sommer to the post of president and chief operating officer. He will take up his appointment in April.

He joins Jack Schnuckli, chairman and chief executive of Sony's European operations, in establishing a US-style top management team to oversee the company's sales, marketing and manufacturing operations. The heads of the sales and marketing companies will report directly to Sommer.

Now 43, Sommer has been president and chief operating officer of Sony Corporation of America since 1990. A math-

ematician born in Israel and educated at Vienna University, he joined Sony in 1980 and six years later was appointed president of Sony Germany.

His early experience was in the computer industry with the former high-flying Nixdorf Computer, now merged into Siemens Nixdorf Information Systems. At one stage he was head of the company's largest subsidiary, Nixdorf France.

Colleagues describe him as analytical and energetic with the ability to motivate his staff.

He will need all those talents to sustain Sony's impetus through Europe's long-lasting recession.

Philosopher Scholar for the Welsh Office

The new permanent secretary at the Welsh Office is to be a Treasury philosopher, Michael Scholar, who will take over when Sir Richard Lloyd Jones retires at the end of July. Is currently deputy secretary at the Treasury in charge of civil service management and pay. But he started his working life as a philosophy teacher at Leicester University – his spiritual interests were Wittgenstein and Aristotle.

Since joining the civil service in 1969, Scholar, 51, has taken several front-line positions. He was private secretary to Joel (now Lord) Barnett when he was chief secretary to the Treasury in the run-up to the arrival of the IMF in 1976. He was also private secretary to Margaret Thatcher from 1981-83, through the depths of the economic recession and the Falklands war. Between 1979 and 1981, he was seconded to Barclays Bank International.

Unusually for a Treasury man, Scholar is noted for his sense of humour and his lateral thinking. He is also an accomplished musician, playing the piano and organ; an Associate of the Royal College of Organists; he is a noted accompanist. Promotion to the Welsh Office takes him home – although brought up in London, Scholar was born in Merthyr Tydfil.

■ Bruce Vaughan has succeeded Milton Bridgeland as chairman of ICI Australia. Warren Haynes took over as managing director following the retirement of Michael Deely on September 1 1992. RJ (Bob) Hunt, managing director, ICI Chlor-Chemicals, has been appointed executive director of ICI Australia with effect from April 1. He succeeds David Gaffney.

■ Bob Hodges, md of beverages (Europe and international), Hank McNamee, md of beverages (Americas), Jan Timmer, md continental bakeries, and Richard Turner, md of Lyons Bakeries (UK), have been appointed to the board of Lyons part of ALLIED-LYONS.

■ Graham Footitt, formerly vice-president finance for Shell Brasil, has been appointed

finance director of SHELL UK on the retirement of Malcolm Raiser.

■ Ann Burfitt (below left), formerly director of personnel at the London Borough of Islington, has been appointed human resources director for LONDON UNDERGROUND.

■ John Smith (below right), chief operating officer of ASH UK, has been appointed to the board of AUTOMATED SECURITY (HOLDINGS). Lord Lane of Horsall, already a non-executive director, has been appointed deputy chairman.

■ Ian Martin (below left), 40, group director of Baring's in charge of worldwide finance operations and administration, and a director of the Securities and Futures Authority; and Hugh Armstrong (below right), 58, a venture capital specialist who was a founder-director of one of the first venture capital compa-

nies, the Small Business Capital Fund which, as Development Capital, was eventually sold to form Lazarus Ventures. Martin also goes on the board of the bank. "It reflects the progress the group has been making. Ten years ago we were a very small outfit indeed," says Pointon.

■ PYV, the Lloyd's broking subsidiary of the group which specialises in professional indemnity cover, is suing Fimbra after the self-regulatory body dropped at the 11th hour a compulsory indemnity scheme for its members to which PYV was to have been the exclusive broker.

■ CONTROL RISKS GROUP. ■ Quintin Barry, chairman of Donne Mileham & Haddock as deputy chairman of SOUTHERN RADIO; he replaces Robert Stilby.

■ John Morton, a director of Abtrust Fund Managers, at AVESCO.

■ Margaret Childs, a solicitor with McKenna, at FROST GROUP.

■ Sydney O'Hara, a former director of BT, and David Tebbs, a former director of BIS Nynex, at LBM.

■ Julian Bell, former executive chairman of Raynor Coffee International and a former director of BET, and Alan Hornsby, retired finance director of Smiths Industries, at IPECO HOLDINGS.

■ Peter Ryan, chairman of Protean and Torday & Carlisle, as chairman at THE TRIANGLE GROUP.

■ James Cochrane, European operations director of Wellcome, at SPIRAX-SARCO ENGINEERING.

■ Peter Ryan, chairman of Protean and Torday & Carlisle, as chairman at ARTHUR SHAW.

■ Robin Baillie, recently retired chairman of Swire Properties in Hong Kong, at OSSORY ESTATES.

■ Paul Lester, group chief executive of Graseby, as

Pointon York picks non-executives

Geoffrey Pointon, chairman of financial services group Pointon York and an enthusiastic proponent of investor protection, has overcome his distaste for non-executive directors and appointed two to his board.

"I don't fancy non-executive directors that arrive once a month for a big lunch and don't understand what is going on," says Pointon, who adds that with a banking subsidiary as part of the group, he has to find people acceptable to the Bank of England, something he says has got increasingly difficult recently. "What with their views and my views, it hasn't been easy."

Other non-executives

■ Sir David White, former deputy chairman of National Freight Corporation and chairman of Nottingham Health Authority, as chairman at MANSFIELD BREWERY; in succession to the late Geoffrey Kent.

■ Ray MacSharry has been appointed to the court of directors of Bank of Ireland.

■ Eric Kinder, chairman of SMITH & NEPHEW, at CHRISTIE HOSPITAL NHS TRUST, Manchester.

■ Mark Radcliffe, former deputy director general of the CBI, as chairman of METSEC; Keith Hirst, formerly chairman and now chief executive officer.

■ Paul Lester, group chief executive of Graseby, as

chairman at A&P APPLIEDRE HOLDINGS in succession to Philip Ling who remains on the board.

■ Alec Daley, an md at GKN and deputy chairman of WESTLAND, at BRENT CHEMICALS INTERNATIONAL.

■ Ann Burdiss, formerly chairman of McCann and of the Advertising Association and a member of the Top Salaries Review Board, as chairman at THE TRIANGLE GROUP.

■ James Cochrane, European operations director of Wellcome, at SPIRAX-SARCO ENGINEERING.

■ Peter Ryan, chairman of Protean and Torday & Carlisle, as chairman at ARTHUR SHAW.

■ Robin Baillie, recently retired chairman of Swire Properties in Hong Kong, at OSSORY ESTATES.

■ Paul Lester, group chief executive of Graseby, as

Wasting time in the board room

Meetings stifle ideas, delay decision-making and diffuse responsibility, argues Adrian Furnham

A meeting is a group of people who keep minutes and waste hours. Yet research shows the average middle to senior manager may spend as much as 40 per cent of his or her day in meetings.

According to a survey of the working habits of 135 managers published by the Industrial Society and BBC Education last week, respondents spent the equivalent of almost a day a week in internal meetings.

The number of committee, sub-committee, task-force, board meetings that business people are required to sit on grows exponentially with rank. Meetings are known to be inefficient. They stifle ideas, postpone and prevaricate. A committee meeting has been described as a group of the unwilling, picked from the unfit, to do the unnecessary.

Given such criticisms why are meetings so popular? Meetings may be seen as a good way to pool resources. Similarly, it has been argued that members may stimulate each other through discussion.

what is known as the synergy effect. Others describe them as an efficient and democratic way to communicate with people. Still others believe committees make better decisions.

These reasons are not convincing. First, most meetings are held not to make decisions but to avoid them. Further they are mainly about diffusion of responsibility so that if a wrong, poor or costly decision is made, fault is spread over all committee members.

There are three significant problems with meetings that render them inefficient.

The first is sometimes called social loafing. More than 50 years ago a German scientist named Ringelmann asked workers to pull as hard as they could on a rope attached to a meter that measured the strength of their efforts. Subjects worked alone and in groups of two, three and eight.

While the total amount of force on the rope increased as group size rose, the amount of effort by each person seemed to drop. While one person pulling alone exerted

an average of 63kg of force, this dropped to about 35kg in groups of three and was reduced to about 31kg in groups of eight. The greater the number of people performing the task, the less effort each one expended.

The impact or effect of any social force directed towards a group from an outside source (eg a manager) is divided among its members. Thus, the more persons in the group, the less the impact each force will have upon each.

Because they are working with others, each group member feels they will take up any slack resulting from reduced effort on their part. And since all members tend

to respond in this fashion, average output per person drops sharply.

The second problem is called by psychologists evaluation apprehension. It suggests that when trying to make decisions in groups, the presence of some group members may intimidate others. The voicing of unpopular, if correct, ideas may breed conflict and may be a "career-limiting" move.

It should come as no surprise that high-status persons in organisations, such as presidents and chief executives, are carefully listened to and their words given high credence. As a result they tend to dominate group situations and their ideas (right and wrong) are frequently accepted without question. The result can easily be

to respond in this fashion, average output per person drops sharply.

The third problem is that in creatively-type tasks, groups rather than individuals working alone produce poorer decisions. In contrast to well-structured tasks that can be divided into several discrete parts and have a definite solution, many everyday management decisions are more poorly structured.

If an organisation is faced with a decision over the prospect of a declining market for its products it would be expected that a group meeting would do a better job of handling such a problem than an individual.

But this is generally not the case. Most research has shown that in poorly-structured, problem-solving, creative tasks, individuals show superior performance to groups. This generalisation has important – and potentially devastating – implications for organisations since some administrators spend up to 80 per cent of their time in committee meetings.

As for business meetings – the better the better. It is best to follow some simple rules:

- Start promptly, no matter who is missing.
- Why not have meetings standing up; the Queen does so in Privy Council.
- Go around the room to ensure full participation.
- Have occasional secret ballots on whether regular meetings are necessary. Poll ideas and evaluate them but do not have a meeting to generate them.

The author is professor of psychology at University College London.

There is a limited amount of exhibition space available at the conference

FT FINANCIAL TIMES CONFERENCES

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BUSINESS AND THE ENVIRONMENT

Demand from the suppliers

A UK catering company received more than 40 different questionnaires on its environmental credentials from prospective clients. Other companies have had similar experiences as businesses begin to apply a green filter to their buying.

"Some of the questions were dubious in terms of their value to environment issues, such as queries about our turnover," says Roger Brown of Sutcliffe Catering, a subsidiary of P&O. "I think it is essential to have a code of practice governing the sorts of questions that need to be asked."

Business in the Environment, the charity backed by industry and Prince Charles, is working with consultants KPMG to develop such a code. It will be backed by the Chartered Institute of Purchasing and Supply. "The idea is to produce voluntary guidelines which will help both customers and suppliers by introducing consistency into the way in which environmental performance is assessed," says Martin Bouldin of KPMG.

B&Q, the UK do-it-yourself chain, insists that all its suppliers comply with a comprehensive environmental checklist. It was the first big retailer in the UK to take the initiative and has worked with its suppliers to help them conform to its required standards.

"We now know far more about our products and we can talk with greater confidence because we have exposed our skeletons. It helps us manage the business that much better," says Alan Knight, B&Q's environment specialist.

Large buyers, such as BT and IBM UK, also include environmental criteria in their specifications. These companies might be less susceptible than retailers to consumer pressure, but neither wants their image tainted by the environmental misdemeanours of suppliers.

The effects of buyers' environmental demands have begun to percolate down the supply chain. "For many small companies who are not directly affected by new laws, it is often the first time that they have had to think about the environment in business terms," says Edwin Datschinski of the Environment Council, a charity that promotes good environmental practice in business.

Peter Knight

Demolition work has started work near Copenhagen's Kastrup Airport, but the buildings are not coming down to make way for a new runway. The space is needed for the approaches to a planned \$6bn (£4.2bn) road and rail project which has raised the hackles of environmentalists, politicians, and the public and severely embarrassed the Swedish and Danish governments.

The controversial bridge-tunnel between the two countries is designed to stretch for 17km and carry vehicles and trains. With another bridge in lower Denmark, due to open in 1995, it would provide an important commercial transport link between northern and southern Europe.

The bridge's numerous opponents say the Danish and Swedish governments have not conducted required environmental impact assessments. They also contend the proposal goes against the international positions taken by both Scandinavian nations on issues such as climate change, transport and marine protection.

Although they signed the climate change treaty at the Earth Summit in Rio de Janeiro, the increased traffic, and thus greenhouse gases, resulting from the bridge counter that commitment, say environmentalists.

The polluted Baltic Sea is another issue. The bridge would span a crucial strait that is a narrow lifeline of salt water and oxygen for the sea's already ravaged ecosystem. Both governments – together with the other nations bordering the Baltic Sea – recently signed an international convention aimed at improving the Baltic water quality.

Officials from Sweden and the new Danish administration say all environmental concerns will be satisfied before the bridge-tunnel construction begins.

"We can only say that everyone has to trust us to consider all the environmental concerns," says Jærel Turdin, head of planning at the Swedish environment ministry. "Government approval will not be given before all these concerns are satisfied."

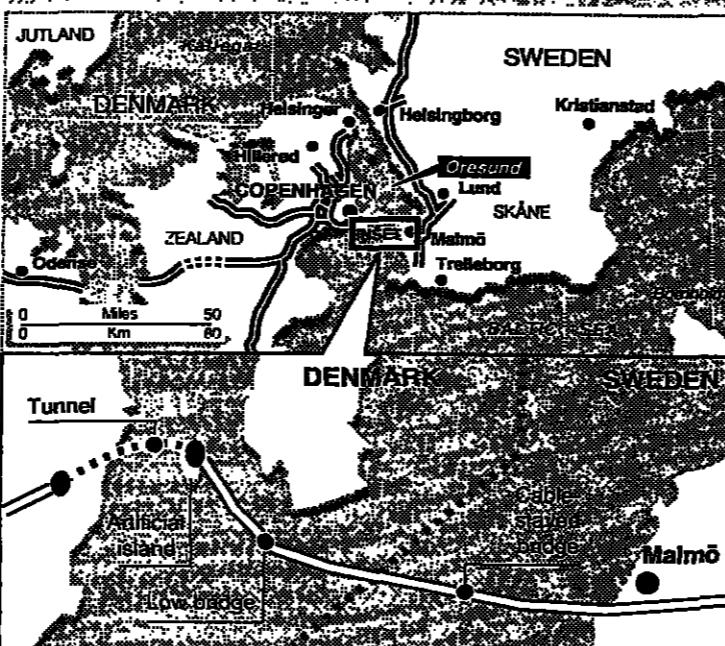
While some bridge opponents might dismiss Turdin's promises, the Centre party, of which she is a member, voted against the bridge in 1991. That was before Sweden's Social Democratic party fell from power and the non-socialist coalition, including her party, took over.

Last month, bridge opponents gained a significant victory in the battle to stop the bridge when two key environmental review panels recommended against the bridge-tunnel plans. However, Sweden's prime minister, Carl Bildt, whose conservative Moderate party favours the bridge, says "sooner or

Plans for a road-rail link between Sweden and Denmark are causing controversy, reports Joe Kirwin

A bridge too far

Proposed Danish-Swedish transport link



The bridge would span a crucial strait that is a narrow lifeline of salt water and oxygen for the sea's already ravaged ecosystem

parliamentary vote in 1991.

It was in the summer of that year that the governments signed a bilateral agreement to build a train-car bridge linking the Swedish city of Malmö and Copenhagen.

The resulting parliamentary votes enraged not only environmental groups, but also political parties in Sweden and Denmark. "The deci-

sion agreed between the two governments was wrong because it committed the two nations to a train-car bridge between Malmö and Copenhagen," says Björn Gillberg, one of Sweden's most prominent environmental advocates. "The gov-

ernments didn't say: 'We want a bridge that will cause the least amount of environmental damage and which also provides the least expensive option.' Therefore the agreement disregarded an option such as a train tunnel."

This is the alternative that most bridge opponents prefer if there is to be a fixed link. "The agreement

also disregarded a bridge or a tunnel between Helsingør (in Sweden) and Helsingør (in Denmark), where the distance across the water is only a few kilometres."

Following the 1991 agreement, a consortium of Danish and Swedish consultants was established and a bridge-tunnel design drawn up. The blueprint calls for a bridge from Sweden to an artificial island several kilometres off Denmark. From there to the Danish shore, a fixed tunnel would be lowered into the sea.

With the design work, the consortium spent more than \$5m on an environmental impact assessment. Recognising the stiff opposition, it persuaded Gillberg, who has spent a lifetime fighting environmentally damaging projects, to oversee the study.

When the environmental impact survey was completed last autumn, it was sharply criticised by environmental groups, as well as by the Swedish government's Environmental Protection Agency. The failure to examine alternatives was a significant complaint.

The consortium was given a direct mandate from the government, says Gillberg, explaining: "They called for a train-car bridge between Malmö and Copenhagen and that is what was studied. So it is wrong to blame the consortium for not studying the alternatives."

One contentious issue is the effect of proposed dredging, which is supposed to compensate for the blockage of salt and oxygenated water caused by the bridge's large pilings. The impact study claimed deeper shipping channels would maintain adequate salt water inflow.

"Nobody knows if the dredging will work or not," says Mats Abramson, a marine biologist with Greenpeace in Sweden. "They have only computer models. The only place where the salt water reaches the Baltic will also be obstructed by the other new bridge that will be completed next year." He adds: "Maybe, we could take a chance if the Baltic Sea was not in such fragile condition already. But this could be the nail in the coffin."

The controversy has involved the EC Commission. "Originally, the Commission said the bridge violated the 1985 EC directive on environmental impact assessment," says Jan Sundberg, a Greenpeace official in Denmark. "But last November, after opposition against the Commission grew in Europe and subsidiarity became such an issue, the Commission dropped the bridge case."

Engineering and architectural companies in Europe are keen to obtain work from the bridge project. The problem is that it is still not clear what will be built and a final decision is some way off.

Casting doubt on green investment

By Bronwen Maddox

The cost of going green is still a worry for many businesses, and environmental costs are expected to rise sharply, according to a new report* by consultants P-E International.

The companies' comments come as evidence emerges from the oil industry that the annual costs of pollution control will have risen by 50 per cent in less than a decade and the costs may be handicapping the companies' ability to invest.

After years of regarding environmental measures as a cost, ministers and environmental consultants are now fond of proclaiming almost as an axiom, that greener means richer. However, these figures on the real impact on businesses' costs suggest many companies are right to question whether environmental investment really represents an opportunity.

The report says "over two thirds of companies expect operating costs to increase as a result of addressing environmental issues". More than three quarters attribute the need for changes to EC directives, compared with 47 per cent citing UK legislation as a source of pressure.

The survey, which analyses 250 companies about their "logistics" – every part of the supply chain from buying raw materials to distribution and packaging – was conducted together with David Bellamy Associates, a subsidiary of P-E run partly by David Bellamy, the environmentalist. It adds: "There is considerable uncertainty about the commercial benefits of responding to many environmental concerns. A large proportion of companies, therefore, intend to wait until they are forced into action by legislation."

Like many consultancy reports, the survey argues: "The ability to be proactive... will determine which companies will prosper". But the evidence for this conclusion is not fully supported by the report.

Although P-E found that where the companies had taken environmental steps such as reducing packaging there was a "very significant cost reduction

element", this does not demonstrate that environmental measures can be in a company's financial interest so much as raise questions about why the management had neglected to take the step earlier.

Jan Szymankiewicz, managing director of P-E's logistics consulting arm, argues that environmental legislation have the chance to adapt more gradually and cheaply than those that leave it to the last minute. While this is plausible, plenty of exceptions can be envisaged, particularly where the relevant environmental technology is changing fast to the benefit of those companies which wait.

Szymankiewicz agrees, too, that environmental investment could lead to a competitive disadvantage for companies exporting to regions with different environmental rules. "It is probably true that they will have higher costs (because of compliance with green rules)."

Evidence to support that concern is emerging from the oil industry. The Petroleum Industry Association, in an informal poll of its members, has found that their total investment will rise from an average of around £170m a year in the last three years to £270m a year over the next five years.

However, the association has also found that the companies' total investment spending has scarcely risen, suggesting environmental investment may be squeezing out other spending that could improve competitiveness.

There are no clear-cut answers to whether environmental investment is a burden or an opportunity for businesses – they are buried in the companies' figures for operating costs, investment and market share.

As the impact of compliance with recent legislation on companies becomes clear, some of the rhetoric about environmental investment may give way to a clearer picture of what companies can be expected to deliver.

*Going Green – the Logistics Dilemma. P-E International. Tel 0794 434411.

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INTERNATIONAL
ART GUIDE

BONN

Opera has been performed in Bonn since 1770. The Bonn Opera House, located in the heart of the city, is the home of the Bonn Opera Company. The company offers a wide range of performances, including operas, ballets, and musicals. The Bonn Opera House is also a popular venue for concerts and events. The Bonn Opera House is a must-see for anyone interested in the arts.

ARTS

Opera/Max Loppert

La Damnation de Faust

The Berlioz work with the highest tally of opera-house performances is not one of his three operas but *La Damnation de Faust*, the Goethe-inspired "dramatic legend" written for the concert hall. Berlioz's libretto is decked with stage directions ("Distant sounds, rustic and war-like, begin to disturb the calm of the pastoral scene") which nevertheless are intended to be executed in the listener's imagination.

"*La Damnation*", David Cairns has written, "has the character of a dream" - lightning-swift in the modulation of mood and passage of incident, shaped with a dramatic logic unarguable but impalpable, carried on a current of brilliantly coloured and beautiful musical invention, an opera not of the stage but (Cairns's words) "the mind's eye". So is any attempt to realise it theatrically an act of artistic hubris? Is it sheer producer's pride, designer's delirium, management mania that brought *La Damnation de Faust* to the Coliseum in 1989 (revived 1990), and that now brings it to Covent Garden for the first time since 1933?

Answers to those questions will surely be as numerous and as diverse as the audience-members themselves; the minority who at Monday evening's curtain calls made plain their dissatisfaction with Harry Kupfer's new Covent Garden staging, in the designs of Hans Schaeferhoch (sets) and Reinhard Heinrich (costumes), deserve tolerance and even sympathy. Myself, I sat utterly dazzled and enchanted, drinking in the kaleidoscope of visual images counterpointed with the music, convinced (at least temporarily) that this must be the most completely ravishing score of the entire 19th century, and longing at the close for an instant repeat performance.

For me, indeed, this was two-and-a-half hours (unbroken by interval) of music-theatre magic. The engagement for the occasion of the world's leading Berlioz conductor is of inestimable benefit: a *Damnation of Faust* production considerably less mercurial than Kupfer's, less deeply imbued with Berliozian intelligence, irony and Romantic passion, would no doubt still take wing as a result of Colin Davis's lifelong involvement in the music.

Michael Gielgud's 1969 Coliseum staging employed a combination of projected images and processional devices

to attempt a theatrical encapsulation of Berlioz's dream-dramaturgy. (Film has often been claimed as the work's ideal medium, although so far no-one has managed to put that belief to the test.) Kupfer works with simpler materials - gauzes, flying and trussed props, light-flashes; giant dolls - which he compounds with speed and legerdemain, in ways that evoke the manifold pleasures of "naïve" theatrical experience while simultaneously throwing out complex reflections about the work itself.

The basic set is a 19th-century theatre auditorium, with boxes and a central glass door: old Faust enters it in silence at the start, a refugee from a snow-bound world. (*La Damnation de Faust* was given its concert-performance premiere in a Paris opera house - the Paris Opéra-Comique - on a day in November 1846 when ferocious fierce snow-flurries contributed to the work's poor attendance and reception.)

Interspersed in the course of the evening, the relationship between this Faust - or Faust-Berlioz, one soon comes to think of him - and this theatre-within-a-theatre is held at a remove: he wanders through the staging as through a landscape filled with fleshly delights to which he is alien, a world coarse in bourgeois manners and crudely militarised, an environment he can only dominate by submitting to the dictates of an embodied negative conscience.

Poetic irony is the key to Kupfer's Berlioz vision, an irony achieved in a succession of fluidly forming and dissolving theatrical images which the spectator is invited to absorb into his experience of the score, his awareness of its composer, his literary sources, its period of creation, its position in the history of Romantic artistic expression.

Almost everything in the staging manifests profound sympathy with the precise quality and character of the musical invention: the sardonic whip-crack of Mephisto's exchanges, the hollow exhilarations of the martial sequences, the exquisitely elusive lyricism of Marguerite's doomed passion. Even in the ending - Kupfer devises here an effect of Brechtian alienation which wholly undermines the heavenly-salvation finale, and which will prove the production's most controversial feature - faith is kept with Berlioz's tragicomic control of tone, line and word that



Jerry Hadley, Olga Borodina and Samuel Ramey

the Romantic dream".

Davis's *Damnation de Faust* reading has matured. Energy, intensity of colour and line, command of rhythm are still its notable characteristics, enriched now by an "inner" awareness of musical sense and direction that fills every note with an extraordinary iridescent glow. On a keyed-up first night, with so sophisticated a staging to attend to, pit and stage were not always exactly co-ordinated (a substitute Brander who lost his way caused problems in the Tavern scene). But already there were marvels of idiomatic playing and choral singing to relish - and no doubt these will be infinitely increased during the run.

The star of the show is Samuel Ramey, in magnificent form as Mephistopheles, singing with the fastidious control of tone, line and word that

marks the natural Berliozian, and playing with a masterly balance of wit, seriousness and menace. Jerry Hadley's tenor, excellently well suited to the French repertory, sounded on Monday a little dry in its lower reaches, a little too ready to fall into rasping parlance; his Faust is an alert, personable, quick-spirited figure.

Olga Borodina's beautifully full, soft-textured, wide-ranging mezzo-soprano lacks the admirable distinctness of verbal delivery of both her colleagues altogether, this opening-night Marguerite was a sketch which will surely be filled out during the run. I wish I could witness that filling-out process; I wish I could attend all remaining five performances!

Sponsored by The Friends of Covent Garden; in repertory until March 25

With spring in their steps

Clement Crisp reviews young dancers at the Paris Opéra

A dancer's life is short, and youthful promise has a nasty habit of fading away, either by reason of neglect or because of the pressures within a ballet company. The golden gift we saw at graduation - or thought we saw - turns to some baser material as time passes, and occasional soloist roles are the reward for what once seemed a talent to storm the heights. The Paris Opéra Ballet has in latter years set aside evenings in the Palais Garnier to celebrate the potential of its youngest dancers, so that the Paris public (always very partisan) may judge the gifted young, and the gifted young may have moments of glory as a reward for talent, and a taste of greater rewards to come.

The evenings are tremendously exciting. A clue to the Opéra's dance style lies in display, in assured prowess, in the assertion of "moi". Some years ago, in Natalia Makarova's *Ballerina* series for BBC TV, shots of class at the Opéra superb Ballet School found the teacher urging her girls to show *plus de chic, beaucoup plus de chic*. It's a phrase which sums up a lot about attitudes at the school and in the company. Technique, the presentation of the dance, is glossy, and has that wit which is an essential component of a

Russian young can look soulful (though sublime) by comparison. Americans may appear hard-driven in attack; the English somewhat demure. Most of the young French, if not all - as I saw on Saturday night - take the stage with an allure that speaks of confidence and a clear sense of their identity. At worst they are over-vivacious at best they are world-beaters.

The programme, given on three successive evenings, comprised pas de deux and extracts from the repertoire. All may not have been for the best all the time - a version of the Fairy variations from the *Sleeping Beauty* prologue did no justice to Petipa, for the Russian classics lie outside the Opéra's traditions; *Agon* is not for the inexperienced - but the sum effect was of a company (and a teaching tradition) marvellously rich. There were several exceptional talents. A duet from *Le Papillon* with Isabelle Clavara (aged 20) and Emmanuel Thibault (just 18) was heart-touching. Mlle Clavara is slight, enchantingly pretty, and delights in the intricacies of quick, clear, tiny steps: the old Russian ballerinas used to call such choreography "weaving lace with your feet". Mlle Clavara turns, holds a floating pose, is sweetly true in this reconstruction of a

mid-19th century spectacle. M. Thibault is of medium height - Barышников, Julie Rocca, his models - and already possessor of a beautifully rounded technique. Marvels are easily done, but more enthralling is his ability to devour space, to race and soar, and seem a meteor. Like Mlle Clavara, his manner is still innocent; I long to see them both in *Coppélia*.

A grand contrast came with Aurélie Dupont in Balanchine's *Tchaikovsky pas de deux*. Winner of the junior gold medal in last year's Varna Ballet Competition, she has an all-conquering skill, but it is allied to a lusciousness of pose (her back, torso, have a fluidity and power more Russian than French) and to an innate musical sensitivity.

Her manner is serious - if she flirts with anything, it is with the phrasing of the dance, and that she does divinely - and I hope the world will be hers, for she seems destined for great things. She had as companion the young but already established, and splendid, Nicolas Le Riche hero of the recent house revival of *Le Train Bleu*. The pas de deux was radiant.

Ghislaine Fallou is another exceptional talent. She, too, revealed a dignity of presence, a lovely clarity of pose and grace of phrasing. She needed

all these to redeem Ben Stevenson's *Three Preludes* in which she was trapped with her partner, the elegant Yann Briart. The dance amounts to hollow emoting to Hahnemann - it is a failed choreographic orgasm - but these devoted artists gave the movement a sincerity which redounds enormously to their credit. Another rescue operation was performed by Delphine Baey and Emmanuel Hoff in the duet from William Forsythe's *In the middle*. Mlle Baey produced the dead-pant force, the far-flung limbs and the general air of aggressive boredom that the piece demands. I would love to see her in a ballet: she is a physically dramatic dancer, excellently matched by M. Hoff.

There were other young performers on view, their moments of glory well merited. How good to see a great national troupe able and willing to salute its next generation. And in matter of dance, it is worth urging any visitor to Paris to the Matisse show at the Beaubourg, where you can see the Petersburg version of *La Danse*, its movement as thrilling as the activities of the apprentice angels at the Palais Garnier.

The Paris Opera Ballet will be on tour at the Kennedy Center, Washington, from March 18-28. Sponsorship by A.R.O.P., the Florence Gould Foundation, American Friends of the Paris Opera, and Air France

CONCERTS
Fri at Musikhalle: Barbara Hendricks song recital. Sun morning: Haydn and Schubert concert. March 19: San Francisco Symphony Orchestra (354414)

THEATRE
A new production of Feydeau's farce *A Flea in Her Ear* opens at Deutsches Schauspielhaus on Sat directed by Peter Lüscher previews tomorrow and Fri (248713). The repertory at Thalia Theatre includes Ariel Dorfman's *Death and the Maiden* and John Osborne's *The Entertainer* (232668)

■ LEIPZIG
Kurt Masur conducts the world premiere of Siegfried Matthus' new symphony tomorrow at the Gewandhaus, in a concert marking the 250th anniversary of the Leipzig Gewandhaus Orchestra. Sun: Tatjana Nikolajew plays Bach. Next Tues: Mark Gorenstein conducts MDR Symphony Orchestra in Mahler's Ninth (7132 280)

■ HAMBURG

OPERA
The main event this week at the Staatsoper is the premiere on Sun of Günter Krämer's new production of Siegfried conducted by Gerd Albrecht, with Heinz Kruse and Gabriele Schnautz (repeated March 20, 23, 31, April 12). The repertory also includes Madama Butterfly tonight and Fri, and La bohème on Sat and Tues (351721).

■ GÖTEBORG
Konserthuset Tonight and tomorrow: Neeme Järvi conducts Gothenburg Symphony Orchestra in works by Milhaud, Tchaikovsky and Brahms. Next Tues: Stephen Hough piano recital (167000)

■ STOCKHOLM
Royal Opera Tonight, Fri, Mon: ballet mixed bill, works by Renato Zanella, Jiri Kylian and Alvin Ailey. Tomorrow: Cav and Pag. March 20: first night of new production of Pélés et Mélisande (248240)

■ MUNICH
Gasteig Tonight, tomorrow evening, Sun morning: Sergiu Celibidache conducts Munich Philharmonic in works by Mozart and Brahms. Sat: Prague Symphony Orchestra plays works by Beethoven, Dvorák and Smetana. Sun evening: Carol Vaness sings opera arias. Tues: Ivo Pogorelich piano recital (4809 8614). Civillés-Theater Tonight, Fri, Sat and Mon: Manfred Trojahn's

Television/Christopher Dunkley

Thick, and proud of it

The proletarianisation of British television is proceeding apace.

This is, perhaps, no great surprise; after all, television in the US, commercial in tooth and claw from the very beginning, has always been aimed straight - and almost exclusively - at the tabloid market and in the UK the writing has been on the wall for five years. Like so many politicians, Thatcherites never liked broadcasters whom they saw as unelected troublemakers. When Mrs Thatcher was Prime Minister, Norman Tebbit (so charming, so civilised, so urbane in BBC2's interview with David Dimbleby on Sunday) was set loose to savage the broadcasters as only he knew how, while Mrs T herself listened to the opinions of her favourite mass media mogul, Rupert Murdoch.

It was Mr Murdoch who, at the 1989 Edinburgh Television Festival, declared that much of what passed for quality on British television - snobbish old fashioned drama, for instance - was really no more than a reflection of the values of the narrow elite which controlled broadcasting and had always believed that its tastes were synonymous with quality.

Just how these pointy-headed snobs tricked the viewing millions into watching *Brideshead Revisited* and *Jewel in The Crown* was something he did not explain. He did, however, make it pretty clear that what was needed was a lot more channels like his own, Sky, an opinion which he presumably impressed upon his friend Margaret Hilda.

Whether or not we are talking here about direct cause and effect, a few years later we find ourselves with a newly arranged broadcasting system in which Channel 4 has to compete for ratings in a manner which was never previously necessary, and the ITV companies are driven into a vortex of market competition in order to find the money to pay back the millions which they had to bid at auction to acquire their franchises, not to mention the Treasury tax. The BBC meanwhile declares that, as a result of the changes in the industry, it will inevitably lose a third of its audience over the next few years.

The outcome, on screen, is that the Ruthin principles on which broadcasting in this country has traditionally rested are now being turned upside down. Reith believed that you should aim programmes slightly above the intellectual level of your expected audience and thus keep encouraging people to improve themselves. A growing number of programmes now appearing on our screens do the opposite: rather than helping the audience up, they drag the subject down, seeking a level where it can appeal to the most casual channel zapper.

Thus Harry Enfield's *Guide To Opera* on Channel 4 is got up to look quite literally like a comedy. Enfield and Paul Whitehouse, who have been so bug-eyed successful in such double-acts as *Smash* and *Nicey, the disc jockeys* in *Harry Enfield's Television Programme*, appear slightly above the level of the channel-hopping soccer fan, would it, so here we get the soccer fan attitude to abroad.

Frogs are daft foreigners

who insist on speaking a

barmy foreign language,

they're all wind and show,

incapable of sticking to a job

for more than a day, and every-

thing from their driving to

their weather is deeply doubtful.

Subtitles, as Mr Murdoch

could doubtless explain, are disgracefully illiterate, and so we

have two embarrassingly awful

substitutes: Lindsay Duncan as

the wife translates anything

which is spoken in French, so

that the dialogue moves at

snail's pace, and John Thaw as

the husband speaks Franglais:

"Le problème est les pipes. Bur-

stez" or "Qui est le woman maniac avec le black wotür?"

The appeal is to precisely that sort of xenophobic mentality which has become so familiar in recent years from television's coverage of the British soccer fan abroad.

The dragging down of the level of appeal is not limited to arts programmes and drama. More and more television journalism is now concerned primarily with entertainment. Much of it, such as *Life and CD*, as was noted here two weeks ago, is bitzy and sensational. Even among more serious programmes such as ITV's *Disguises* there is a concentration on "human interest" which is certainly attractive and may at first seem quite reasonable but which proves on subsequent inspection to involve the abandonment of that contextualisation and analysis at which British current affairs programmes have become rather good. For the first two programmes in the



Harry Enfield and Paul Whitehouse as Dad and Son in 'Harry Enfield's Guide to Opera'

made 25 years ago, has continued to typify - or serve as the great example of - arts programmes on British television until now. Kenneth Clark would not have referred to an opera audience as "smug git in dinner jackets", one of several phrases from Enfield which reeked of snobbery, albeit the inverted sort. Would smug gits really become more worthwhile in his eyes if they wore shell suits from C & A?

If this is the evidence on screen a mere 10 weeks after the introduction of the new system, how will matters look after 10 months? It seems clear already that the increase in competition for audiences is going to become keener yet. Perhaps Alan Yentob, who has done such a good job with BBC2 and now been asked to take over BBC1, will manage the amazing feat of improving quality on the corporation's more popular channel without losing too large a proportion of the audience. But that still leaves ITV and Channel 4 to worry about, and of course the satellite and cable networks which - we are now assured - could be offering 500-channel systems, thanks to digital compression, in a matter of months rather than years.

The claim has always been that when the technology finally overcomes network scarcity we can stop griping about programme quality because the choices will be infinitely varied: television, like print, will provide everything from a solid diet of pornography or comic trivia to a balanced diet of grand opera, serious journalism and high-quality drama. I wonder.

European Cable and Satellite Business TV
(All times are Central European Time)

MONDAY TO THURSDAY

Super Channel: European Business Today 0730; 2230

MONDAY
Super Channel: West of Moscow 1230.

Super Channel: Financial Times Reports 0630

WEDNESDAY
Super Channel: Financial Times Reports 2130

THURSDAY
Sky News: Financial Times Reports 2030; 0130

FRIDAY
Super Channel: European Business Today 0730; 2230

Sky News: Financial Times Reports 0630

SATURDAY
Super Channel: Financial Times Reports 0930

Sky News: West of Moscow 1130; 2230

S

Edward Mortimer



We all know that China contains roughly a quarter of the human race. Given that fact, it is remarkable how unimportant to the rest of the world it has been and, as of this moment, still is. For Japan, despite its proximity, China is no bigger a trading partner than Australia. As a market for British exports, it is one-quarter the size of Australia, and only just bigger than New Zealand.

Precisely because China is so vast, its energies until now were turned inward. In the 19th and 20th centuries its development was held back by internal upheavals, as well as by foreign interference and conquest. From 1949 to 1978 it was walled in by a draconian form of communism. But since 1979 China has been changing at breakneck speed. During the 1980s growth averaged nearly 10 per cent a year, and after a brief dose of austerity following the 1989 Tiananmen massacre it climbed again to 12 per cent last year.

Some of the implications are spelt out by Peter Ferdinand, of the Royal Institute of International Affairs, in a paper prepared for last weekend's UK-Japan 2000 Group meeting at Awashima, near Tokyo. He refers to "rudimentary calculations at the IMF" suggesting that on current growth trends China could overtake Japan and become the second largest economy in the world "around or soon after the year 2000".

Simple projections of current trends are nearly always wrong, of course. Mr Ferdinand lists political, economic, environmental, administrative and foreign policy problems that China now has to confront. But he also sees similarities between China's development model and those of other east Asian economies, which have sustained high growth for 20 years or more, based on a high ratio of savings to gross domestic product.

Already there is a de facto "Chinese economic area", linking Hong Kong and Taiwan to the mainland. This in turn, says Mr Ferdinand, will be increasingly integrated "into the dynamism of the broader Asia-Pacific region".

It is thus quite plausible that Chinese growth will continue through this decade at an aver-

Asia as a region A forum for co-operation should be encouraged



Asian anxiety: China's military power is a concern

age of 7 per cent, while exports rise from their current 17 per cent share of GDP to at least 20 per cent. In that case, China's share of world trade would be 3.5 per cent by the year 2000 – the share that Canada, a G7 member, has now.

China's military power will no doubt keep pace. It is currently buying large numbers of SU 27 and MiG 31 fighters from Russia, and has shown interest in acquiring an aircraft carrier from Ukraine.

Increasing defence expenditure is a general trend throughout the region. In part, it reflects the increased spending power of states with rapidly growing economies, but it also stems from a general insecurity. Peace, a necessary condition for continued economic growth, is not taken for granted. Indeed, many of China's neighbours are less inclined to take it for granted than in the past, when the cold war made it reasonably certain that the US would remain militarily engaged in the region.

Yet it is hard to believe that

a regional arms race is the best way, either to encourage the US to stay in the region or to compensate for its withdrawal. What is needed is a multilateral political relationship which would both reflect and ensure the growing interdependence of the region's economies.

East Asians are quick to tell you that their region does not lend itself to institutions such as Nato, the EC or the Conference on Security and Co-operation in Europe. It lacks a common cultural heritage, they say, and even a clear geographical identity. The states of the region have divergent interests and different political systems.

Behind these abstractions lurk more specific anxieties. Many fear a new Japanese hegemony, while Japan (rather like the UK in Europe) fears being forced to choose between a regional role and its special relationship with the US. The US itself has discouraged the East Asian Economic Caucus proposed by Malaysia, fearing it might lead to discrimination against US exports.

Yet, ironically, the US has also, by pushing Japan to open its financial markets, helped bring about the beginnings of a "yen zone" in which the dollar is losing ground. And there is no obvious reason why an Asian economic grouping should be any more protectionist than the North American free trade area. East Asia is even more dependent on international trade than are North America and western Europe; and so has even less interest than they do in a world of protectionist trading blocs.

The emergence of China as an economic power should make multilateral relationships in Asia easier to manage because they would no longer automatically be dominated by Japan. It also makes them more necessary. If China is isolated it will remain suspicious of external powers, and more inclined to rely on military strength for its security, which in turn will make neighbouring states less secure.

What is needed is a forum in which China and other states interested in east Asian security (which must include Russia and the US) can find ways of reassuring each other about their military capabilities and political intentions. The next post-ministerial conference of the Association of South-East Asian Nations would be a good place to start.

It is thus quite plausible that Chinese growth will continue through this decade at an aver-

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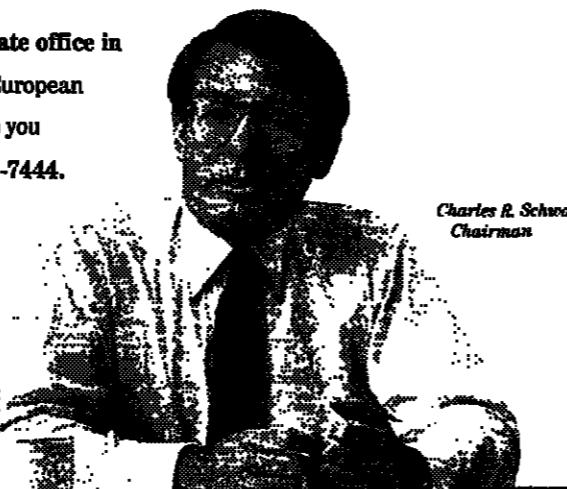
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FINANCIAL TIMES

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Major must persevere

BRITAIN WILL ratify the Maastricht treaty if it fails to do so it will lose its influence in Europe and probably Mr John Major's Conservative government as well. That is why it is highly likely - nothing is certain - that the necessary legislation will be passed during the next six months. The defeat of the government on a minor amendment on Monday night demonstrated that the Conservative party is divided, and that the prime minister is ruling from a position of parliamentary weakness. But that is merely to confirm what was already well-known. It does not mean that the bill will be thrown out.

Nor should it be. The treaty, which is not perfect, is the product of long negotiations during which a number of important concessions were made to British sensibilities. The debate about the degree to which the Maastricht agreement represents a step towards a European federal state is sterile; the fact is that British business believes it has a chance of prospering within the wider European economy, while it would be hard-pressed to thrive if it is obliged to compete alone in the deep blue sea. Even those who are unwilling to concede the merits of Maastricht as a logical development of the single market should accept that for the UK it represents the minimum price of admission to European deliberations.

Most members of the House of Commons understand this. The three national parties fought the election last April on manifestos that indicated support for Britain's developing membership of the European Community. Each one has its contingent of Europhobes, but the prevailing view among Conservative, Labour and Liberal Democrat MPs alike is that the Maastricht treaty must be ratified.

Mr Major should do all he can to ensure that the voice of this majority prevails as soon as possible.

UK calling US

BRITISH Telecommunications' application this week for a licence to operate an international service out of the US provides a golden opportunity to sweep away restrictive practices which keep the cost of transatlantic calls artificially high. The price of calls between the US and the UK - now 56p a minute - could fall by more than half if there were a competitive market, analysts say. Since there are about 1.5bn minutes of telephone traffic between the two countries each year, the price of cheaper calls is well worth having.

To win this prize, the US and UK will need to take bold action to open up their markets. It will not be easy, given that two years of talks aimed at achieving precisely this have made little progress.

The snag is that, though both governments want a reciprocal opening of markets, their phone companies have provided them with multiple excuses for keeping their markets shut. Whenever the UK's Department of Trade and Industry has suggested opening the UK end of the transatlantic route to more competition, BT and other British phone companies

have complained about discrimination against them in the US. Whenever the US Federal Communications Commission has suggested relaxing restrictions on UK companies in the US, American Telephone and Telegraph and other US carriers have pointed out that they are not allowed international licences in the UK.

The result has been a logjam. So successful have the established carriers been in keeping markets closed that one wonders whether their aim has been to gain access to each others' markets or simply to protect their home turf.

BT's licence application offers a chance to break the logjam. This will not be achieved, however, if the authorities in both countries continue to listen to produced lobbies instead of focusing on the wider economic benefits of competitive markets. Politicians also need to take an active interest, rather than leaving the matter in the hands of middle-ranking officials. Mr Michael Heseltine, the UK's secretary of state for trade and industry, should reopen talks as soon as a new head of the FCC is appointed.

Insuring exports

BUSINESS HAS welcomed Mr John Major's recent public espousal of the role of exports in his strategy for economy recovery. But some industrialists argue that they are paying a price for the recent privatisation of the part of the Export Credit Guarantee Department that handles short-term export credit insurance. They are wrong on the privatisation, which has been a success. Where they have a legitimate complaint, however, is over the lack of government arrangements for reinsurance against political risks after 1994.

Exporters are getting better service from NCM - the Dutch credit insurer which acquired the ECGD's short-term business than could have been delivered by a government department. They can, for example, take out a single credit package for both domestic and international business, where before they needed to take out two. Furthermore, in a market in which NCM is often competing with four other companies for an insurance contract, many exporters have seen premium rates fall.

Meanwhile, the government no longer needs to worry about the bill for insurance of commercial risks, which are firmly in the private sector, where they belong. On reinsurance, however, the government may have gone too far. It must reconsider its decision to make private sector reinsurers assume full responsibility for coverage of political risks associated with wars or political upheavals.

Reinsurers like Munich Re and Swiss Re insist that the private

sector does not have the capacity to cope with such political risks, even within the EC. They argue that commercial insurers could never cope with the concentration of risks involved, while the potential effects of the current Italian political crisis on sales to state-owned companies demonstrate that those risks are not confined to developing countries.

As part of the original privatisation, NCM won the government's agreement to offer reinsurance for political risks for a three-year period to the end of 1994. But it is concerned that business is being affected by uncertainty beyond that year.

The government should acknowledge that wholesale privatisation of reinsurance may be an over-ambitious short-term aim. It should prolong the transitional reinsurance arrangements, not only for NCM, but for competitors like Trade Indemnity as well. By setting clear limits to government exposure, however, and ensuring the risk of reinsurance is shared by the private sector, the government could also limit the costs to itself and foster a private market substantial enough to handle all risks.

The longer-term goal must be the elimination of reinsurance by governments of developed countries against political risks created by one another. Such competition is particularly absurd within the EC. New York does not insure its firms against political risk in California. Why should the UK insure its exporters against political risks in Italy?

A special Congress of People's Deputies will convene today in Moscow, the latest in a series which has loomed over Russian political life over the past year. Like vast clouds, they roll in from the horizon, preceded by prophecies that this time the deluge they carry will swamp President Boris Yeltsin and his government.

As Timothy Colton, head of Harvard's Research Centre, says in a recent book, prediction "is about as easy as judging a symphony by its opening bars: the ear picks out isolated chords and notes, melody and rhythm elude it". Using this metaphor, we can say that the Russian symphony becomes more and more discordant, and no one is playing together.

Mr Yeltsin and his government have few options left except to tough it out. Their mood is hard: though whether that hardness has depth, or is simply brittle, will be tested at today's Congress. Mr Yeltsin has threatened unspecific action of an authoritarian kind in order to inspire fear. If Congress calls his bluff, he either has to act decisively - or make yet another messy compromise, which will deepen and prolong the crisis.

The parliament, both Congress and the Supreme Soviet, are increasingly opposed to the president and government. As Galina Starovoitova, the former presidential adviser, said recently: "We are in the anomalous position of having the parliamentary majority in the opposition." The centrists no longer think Mr Yeltsin recognises their concerns and can answer them: Mr Alexander Vladislavlev, deputy head of the Union of Industrialists and leader of the "Renewal" party, said yesterday: "Yeltsin is not really interested in consensus and compromise. And if he does the kind of thing he seems to be threatening, then we are back to the politburo and the Bolshevik era."

Among the harder opponents are a substantial proportion who are engaged on quasi - or fully - treasonable activities, such as conspiring with military officers to overthrow the state authorities. This goes on openly: Communist and nationalist deputies demonstrate together for the resignation of the president to whom the latter have taken an oath of loyalty. They stand on platforms and threaten extra-parliamentary action to achieve this end. No move is made against them. Mr Ruslan Khasbulatov, the parliamentary speaker who remains in parliamentary terms a moderate, has little room left in which to make yet another of his famous last-ditch compromises. Mr Valery Zorkin, the chairman of the Constitutional Court who devised the last compromise between parliament

Barely afloat on a cruel sea

John Lloyd says that President Yeltsin has few options left as the power struggle in Moscow intensifies



CUMMINGS

and president, has since compromised his position by siding with Mr Khasbulatov in rejecting a referendum.

Those loyal to Mr Yeltsin, like Mr Boris Nemtsov, the governor of the governor of Nizhny Novgorod, famous for his support of pro-market change in his region, say that the anti-presidential forces simply do not have the strength to stop the tide of change. "In so far as they want to centralise power back in Moscow, they cannot do so except with guns. And I don't think they have enough. It has gone too far." Still, in his celebration of the freedom given to (or taken by) him and other regional bosses, he implicitly admits the perceived weakness of the present administration: its inability to stop Russia falling apart. A chorus of domestic and foreign observers now likens Mr Yeltsin to Mr Mikhail Gorbachev in mid-1991, floundering helplessly

before a disintegrating state. And the people? The clamour that "things were better before" grows ever louder. En route back from Nizhny, three separate strangers took time and trouble to stress how much they hated what was happening in their country: one, an Aeroflot flight attendant, said she knew that the lemonade she was serving was terrible - "but it was better before. And now so expensive! If the quality was better it wouldn't be so bad". Even in the privatised shops in Nizhny, the pride of Russia's reformers, there was grumbling about the political instability (in the town) which made them unsure that they would be allowed to transform themselves from payers of rent to real owners.

A Moscow paper at the end of last week asked the citizens of Verdovsk (now Ekaterinburg) - Mr Yeltsin's old home town and former base as first secretary - how they

felt about their favourite son. Sour, most of them. The tenants of his old flat were just putting up a solid steel front door for protection and the neighbourhood was hanging out pictures of Stalin to commemorate the 40th anniversary of his death last Friday.

All the polls show Mr Yeltsin's popularity down, support for some kind of "firm grip" ever increasing. "I fear the Russian mass, aroused and pitiless," said Mr Yeltsin last December, quoting Pushkin. Everyone fears that now; and they fear each other. The nation is teetering, as the storm breaks. The best of them, in and out of government, can hardly keep reform's momentum going.

Mr Yeltsin's options are stark: he either makes a compromise with the parliament, or he decides to break with it. Mr Yeltsin has signalled a willingness to do both, keeping

them guessing, alarming them with talk of decisive measures, soothing again with suggestions of compromises. He may not yet know himself which road to take.

The compromise route could entail dropping the idea of a referendum with possibly acceptance of a defined date for parliamentary and presidential elections. If this were the route, both constitutional and economic change would be further stymied. Mr Yeltsin could hardly allow his government to inflict the pain of real "shock therapy" on a people whose vote he would soon be canvassing; parliament, under the present constitution, can obstruct any attempt to adopt a new constitution because it can block every legal step towards it.

Having passed up the chance to reform a Soviet-era parliament and constitution while he retained the momentum and popularity to do so a year and a half ago, President Yeltsin is now enmeshed in the closed circles which the constitution prescribes. Mr Khasbulatov, the speaker, says only a parliamentary system can safeguard Russia's new-won freedom: Mr Yeltsin says that only an authoritarian presidency can drive through reform and, by doing so, safeguard democracy. Behind the undoubted importance of the rival conceptions lies a naked power struggle. Compromise is only a pause between rounds, never an agreement in principle.

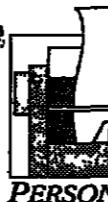
But to break out of this would be fraught with risk. General Pavel Grachev, the defence minister, may have allowed it to be reported that the army wants "decisive measures". But he has been as contradictory as Mr Yeltsin, and must fear that, if he comes out in full support of the president, he may this time back the wrong horse (General Grachev got his job by choosing to back Mr Yeltsin against the coup leaders in August 1991).

The bottom line of presidential rule, or the declaration of a state of emergency, is an army willing to shoot its own people: an army willing to do that must either be desperate, and/or believe that the power in whose name it is doing the shooting will survive to give it political expediency in the longer term.

Mr Yeltsin, unfortunately, is now seen as possibly being a short-term president - by both foreign and domestic observers. He needs to show he is in charge and decisively in charge, in order to dispel that view. Yet to do so risks everything. Today's Congress is - yet again - a critical moment for Russia, and for the world.

* After the Soviet Union, ed. Timothy Colton and Robert Legold (WW Norton, New York)

Why US locomotive should decouple



Over the past 20 years the distribution of earnings in the US has been changing in a way which, until recently, has not been matched in the rest of the industrial world. Despite the fact that the real American per capita gross national product has been rising (up almost 30 per cent from 1973 to 1992), real earnings have been falling for much of the workforce. While about 20 per cent of the male workforce has been on a rapidly rising up escalator, another 20 per cent has been on a level moving sidewalk, and the remaining 60 per cent has been on a down escalator.

Two factors lie behind these statistics. Technology seems to be demanding a much more skilled workforce. Wages have been rising for the skilled and falling for the unskilled. As the US is much more open to manufactured imports from low-wage third-world countries than either Europe or Japan, what economists know as "factor price

equalisation" in a global economy those with third-world skills will make third-world incomes even if they are living in first-world countries also seems to be pushing down wages of the unskilled.

To some extent America's working wives have come to the rescue. By working an increasing number of hours per year they have succeeded in holding the real family incomes of the bottom 60 per cent of the population approximately constant, even though male wages have been falling. The average American family rightly sees itself working much harder yet making no economic progress. Even more frightening, most of these families now have little unused female work effort that they can throw into the economic fray. Wives are already working close to full-time. Nothing but economic decline looms ahead.

Not surprisingly, voting studies reveal that those on the up escalator voted overwhelmingly for President George Bush while those on the down escalator voted overwhelmingly for President Bill Clinton. To have any chance of delivering on his promise to stop the down

escalator, Clinton needs to offer a number of things, such as greater investment in skills. And a 4 to 4.5 per cent rate of growth is an absolute necessity if he is to create growing job opportunities and rising real wages for the 80 per cent male workforce that did not participate in the economic gains of the 1970s and 1980s.

But suppose he were to succeed

If this surge of imports were to occur, it would drown President Clinton's economic recovery

and the 4.8 per cent growth rate of the fourth quarter of 1992 were to be sustained. President Clinton would immediately have a trade problem. The US starts with a large trade deficit (rapidly rising toward \$100bn) and could expect a huge surge of imports if it were to succeed in growing much faster than the rest of the industrial world.

But if this surge of imports were

to occur, it would essentially drown President Clinton's economic recovery. If one looks at the relationship between output and employment in American manufacturing, every \$45bn in extra manufacturing imports essentially costs the American economy 1m jobs. Mr Clinton cannot afford to lose those jobs. If he does, he will not be able to deliver on his promises to those that elected him. As a result, the president has no choice but to take whatever actions are necessary to ensure that the US trade deficit does not worsen. To put it bluntly, President Clinton cannot let the American economy become a locomotive for the rest of the world.

The rest of the world is now an economic train too large for the US locomotive to pull alone. If the US were to try, its recovery would simply stall. The right answer from the US's, and the world's, perspective is an aggressive co-ordinated fiscal and monetary expansion with the three big economies (Germany, Japan and the US) acting as a joint locomotive. If such co-ordination cannot be arranged quickly, however, Mr Clinton will have no choice

but to take direct action to stop the US trade deficit from worsening. The clash between the world's desire to hook on to the American locomotive and President Clinton's need to decouple his locomotive from the rest of the world's economic train will be most acute with respect to Japan. Japan has a \$125bn trade surplus, which is rising at the rate of \$50bn per year. Based upon history, if the US were to grow substantially faster than Japan, Japanese exports to the US could be expected to surge.

The problem is very simple. Japan does not know how to engineer an economic recovery without such an export surge; the US will not have a domestic recovery if such a Japanese export surge were to occur.

The immovable object meets the irresistible force.

Lester C Thurow

The author is Dean of the Alfred P Sloan School of Management, Massachusetts Institute of Technology

Musical chairs

With simultaneous puffs of white smoke from New York and London yesterday, two of the world's best known business weeklies change editors. In the US the parents of Barron's, one of Wall Street's more conservative institutions, played safe. By contrast, albeit true to form, the owners of The Economist catapulted yet another young fizzy into the editor's chair.

The contrast between the two new editors couldn't be wider. Barron's James Meagher, now 37, is a career hack who was number two to Alan Abelson, the revered editor for over a decade. The Economist's new chief Bill Emmott is a good 20 years younger, and has what Americans would describe as an Ivy league background.

He was chosen over the magazine's 46-year-old deputy editor, Nicholas Colchester, an old FT hand and fellow Oxford man. They even went to the same college, Magdalene.

The longer-term goal must be the elimination of reinsurance by governments of developed countries against political risks created by one another. Such competition is particularly absurd within the EC. New York does not insure its firms against political risk in California. Why should the UK insure its exporters against political risks in Italy?

The magazine's circulation has long since surpassed Barron's and is rising. Emmott is a popular choice among his staff. His intellect is not in doubt and his managerial skills have been tested by a stint knocking the Economic Intelligence Unit into shape.

That said, however, there's always a risk in leapfrogging an older generation. Not least because there is so much farther for The Economist to fall in its 150th year.

Fortifying

It often needs a bit of hard work to understand the thinking behind the various European Community initiatives. But this one has stamped Observer. Hands up anyone who knows why the socialist have invited 48 EC 40-year-olds to Strasbourg tomorrow to celebrate the 40th anniversary of the European Parliament?

The Economist has a tradition of picking young turks as editors. One has to go back over 30 years, to Donald Tyerman, who took over from Geoffrey Crowther, to find an editor who was over 40 when selected for The Economist chair. Given that Tyerman was one of the less successful editors, The Economist's emphasis on youth has paid off to date.

It is already clear that secretary-general Boutros Boutros Ghali will have to appoint not just an overall commander for the greatly enlarged international force required to operate the military provisions of the hoped-for settlement, but a political representative to boot.

After his impressive performance as one of the two co-chairmen of the Bosnian peace conference, Owen is virtually certain of winning the support of the European Community and Russia for the new political appointment. The French, in particular, have been impressed by his combative style, not least the manner in which

they are fed up with it after the election that they are not commissioning polls. If anyone needs voting intention data they can phone us up and ask if we have it, but we are doing more social than political work these days," says Winter. She promises customers their money back and says publication will resume as soon as "we have enough material". Maybe if Maastricht's upssets continue Winter's discontent could turn into glorious summer earlier than she thinks.

Marble halls

True, the English could not be expected to go as far as the Irish, who are re-opening the disused public toilets near Dublin's Trinity College as an exhibition hall for two sculpted bronze urinals - one in the shape of Britain and the other of Ireland. But surely there's a case for granting public access to works of art in their own right. There are several examples in the City of London alone. Word has it that the Bank of England harbours some sumptuous sanctums, especially for upper rankers. Moreover, the Midland Bank chairman's chamber is decked out with shoe-shine apparatus, three hairbrushes, comb, clothes brush, nail scissors and nail file. Nominations for others deserving tourist-attraction status welcomed.

Resurgence

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FINANCIAL TIMES

Wednesday March 10 1993

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THE STANDARD FOR EXCELLENCE

German union to act despite bankruptcy of former state-owned plants
IG Metall calls a strike in east

By Quentin Peel in Bonn

IG METALL, the German engineering workers' union, yesterday decided to go ahead with strikes in east Germany in protest at the cancellation of their wage contract by eastern employers.

The union's national advisory council made its decision in spite of the fact that most of the former state-owned plants in east Germany are effectively bankrupt. Moreover, 80 per cent of the trade union's eastern members are already unemployed.

Mr Franz Steinikühler, the union leader, said token strikes would be called from April 1, and a ballot for a full strike was being actively considered.

The workers are demanding

that their wage contract, which provides for a 26 per cent pay rise on April 1, and the full equalisation of eastern wages with those of west German Länder collapsed last month, and official arbitration failed to break the deadlock.

Mr Steinikühler, who has been a key negotiator with chancellor Helmut Kohl in the national negotiations on a "solidarity pact" to help finance the recovery of east Germany, rejected an offer of top-level talks with the employers in the Gesamtmetall federation.

"Now is not the time for talking, it is the time for paying," he said at the union headquarters in Frankfurt yesterday. He rejected the "horror stories" of the employers of looming bankruptcy, and insisted that the east-

ern plants could afford the pay rise. State-by-state negotiations with the employers on new contracts in the five east German Länder collapsed last month, and official arbitration failed to break the deadlock.

The employers are offering a wage rise of no more than 9 per cent on April 1, to compensate for inflation. They are also seeking an extension of the wage equalisation process over several years, to allow the eastern enterprises time to become competitive again.

They maintain that productivity in east German manufacturing industry is 70 per cent below that in west Germany, whereas engineering wages already stand at 70 per cent of those in the west, and would rise to 82 per

cent if the full wage rise was paid. Mr Dieter Kirchner, director of Gesamtmetall, said the employers' move to cancel the contracts was an essential step to free companies under the direct threat of closure from the excessive wage burden.

IG Metall, the largest and most influential trade union in Germany, says the employers are seeking to break the wage contract system in the east to undermine collective bargaining in west Germany as well.

Local officials in the east admit, however, that it may prove difficult to persuade members to go on strike, if they fear their companies will close.

Krupp closure protest, Page 3
Economy shrinks, Page 3



Gold worth \$8m seized at office of Kanemaru

By Charles Leadbeater
in Tokyo

A TEAM of investigators yesterday seized 100kg of gold bars from the Tokyo office of Mr Shin Kanemaru, until last year a powerful figure in the Liberal Democratic party and the "godfather" of Japanese politics.

The Tokyo prosecutor's office, which is investigating Mr Kanemaru's alleged tax evasion, found gold bars worth about Y1bn (\$8.26m) in the office in Nagatacho, close to the parliament in central Tokyo.

As gold can be bought anonymously, it is alleged that Mr Kanemaru accumulated his holdings to avoid paying income tax. Mr Kanemaru faces allegations that he used some of the political funds he collected for his personal purposes. He and his private secretary were arrested on Saturday over alleged tax evasion between 1987 and 1989 which could amount to more than Y400m.

Mr Kanemaru resigned from parliament last October after being fined Y200,000 following his admission that he received an illegal Y500m political donation from Tokyo Sagawa Kyubin, a scandal-tainted trucking company.

During the late 1980s Mr Kanemaru established himself as the most powerful figure within the then Takeshi faction, which dominated the ruling LDP, through his legendary ability to raise money.

There are various estimates of Mr Kanemaru's liquid assets, largely held in forms which do not need to be registered with the authorities.

However it is estimated that in addition to the Y1bn in gold bars, he also held between Y2.8bn and Y5bn in discount bank bonds. NHK, the broadcasting corporation, reported that Mr Kanemaru's undiscovered assets are thought to be worth Y7bn.

Discount bonds, which Mr Kanemaru started to buy in 1984, can be purchased anonymously. Opposition party leaders alleged that Mr Kanemaru's decision to keep such large sums in unregistered bonds and gold bars was evidence that he was trying to avoid paying tax.

Mr Kanemaru and his secretary are due to be charged by Saturday and could remain in custody at the Tokyo detention centre until next Wednesday.

'Introverted' drugs industry urged to regain public trust

By Paul Abrahams in London

MR HENRY WENDT, chairman of SmithKline Beecham, the Anglo-American drugs company, yesterday called for a new social contract between the pharmaceutical industry and society.

His comments were seen as a response to recent criticism from US president Bill Clinton who said he had been shocked by the cost of medicines and the amount that drug groups spent on marketing and advertising.

In what was widely perceived as a peace move, he told the FT pharmaceuticals conference in London: "We must show President Clinton and his first lady the economic benefits of using pharmaceuticals. We must show our customers - those that pay for drugs - that they are good value."

"We need acts, not words. Part of that involves keeping down prices," he said.

The industry had reacted too slowly to concerns about pricing by relying on national trade associations, Mr Wendt said. "This is an introverted industry

found it easiest to defend the status quo. Senior executives had not shown sufficient leadership. "We are at the 11th hour and the 55th minute."

The US administration is expected to announce health care reforms on May 1. Mrs Hillary Clinton, the first lady, has called for a new social contract between the pharmaceutical industry and society.

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European frustration at UK delays on Maastricht treaty

By Ralph Atkins in London
and David Gardner and Lionel Barber in Brussels

BRUSSELS reacted with a mixture of frustration and resignation yesterday to the parliamentary defeat suffered by Mr John Major in his efforts to ratify the Maastricht treaty in the workings of the whole Community; we're in limbo."

But at the same time, diplomats from large member states played down the significance of what one described as "a procedural hiccup".

In the European Parliament, Mr Jean-Pierre Cot, chairman of the Socialist group, said he was worried about Mr Major's mismanagement of the ratification process. "I don't know whether he has control to get Maastricht through. I think we are entitled to know whether he can."

But Mr Cot conceded that he was not an expert on British politics. Like other MEPs gathered in Strasbourg, he appeared baffled by the complex process of treaty ratification in the Commons.

Democratic Left leader, said the Commons vote showed the weakening of Mr Major's government. "But at the end of the day, we want the UK to ratify the Maastricht treaty."

In London Mr Major warned Euro-sceptic Tory and Labour MPs that delays to Maastricht's ratification will cost jobs as the government's defeat on Monday provoked angry recriminations within Conservative ranks.

The next twists in the Maastricht debate are likely to centre on amendments tabled by Labour on economic and monetary union - due for debate next week - and then on Maastricht's social chapter, described by Sir Marcus Fox, chairman of the Tory's rank-and-file 1922 committee, as the "crunch point".

Labour is pledged not to back "wrecking amendments" that could stop ratification. But there is a grey area over its social chapter amendments which, if passed, would require the government to insert the chapter into the treaty.

But Mr Cot conceded that he was not an expert on British politics. Like other MEPs gathered in Strasbourg, he appeared baffled by the complex process of treaty ratification in the Commons.

Mr Luigi Colajanni, Italian

Editorial Comment, Page 13

Competition in EC telecoms

Continued from Page 1

British Telecom, the UK's largest privatised operator, wants the Commission to use special legislative powers to break open the market immediately. Deutsche Telekom, the state-owned German group, favours introducing competition on all long-distance calls, domestic and international, but says a formal decision should not be taken until the end of 1998, by which time it would have completed a DM60bn (\$36bn) programme of infrastructure investment in eastern Germany.

The Commission has already pushed through directives increasing competition in specific

alised data and information services, which account for about 10 per cent of the EC market. But hardliners within the Commission have always criticised the inflated cost of international and intra-EC calls, which they say hampers the competitiveness of EC companies.

If the Commission does decide to push for open competition, it will be evidence that the EC's executive has begun to recover its dented self-confidence. Last summer, the Commission twice delayed approval of a document outlining the liberalisation options to avoid annoying France before the referendum on the Maastricht treaty.

The indications yesterday were that Mr Yeltsin would not win acceptance of these proposals, already turned down by the smaller Supreme Soviet - nor that Congress would approve the four questions he wants on the ballot paper in the referendum he wishes to hold on April 11.

Continued from Page 1

- "including considering personnel changes in the cabinet" - but it could not move beyond a fundamental commitment to bring down inflation and the budget deficit, and retain good relations with the west.

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	°C	T		°C	T		°C	T		°C	T		°C	T		°C	T		°C	T		°C	T	
Budapest	5	43	Frankfurt	5	41	Malaga	14	57	Orporto	13	55	Tenerife	19	65										
Brussels	5	43	Geneva	5	39	Melilla	17	53	Oslo	4	39	Tokyo	5	50										
Budapest	5	47	Budapest	5	64	Malta	5	64	Paris	8	32	Antarctica	1	30										
Algiers	5	35	Gibraltar	5	64	Moscow	32	30	Prague	5	32	Tunis	11	32										
Amsterdam	5	41	Cairo	1	34	Melbourne	18	64	Reykjavik	2	36	Valencia	13	55										
Athens	5	45	Cape Town	21	70	Mexico City	17	62	Rhodes	12	34	Venice	9	48										
Barcelona	5	21	Caracas	38	62	Montevideo	18	62	Rio de Janeiro	15	58	Vietnam	5	34										
Bangkok	5	34	Chicago	26	62	Montreal	1	28	Santiago	11	52	Vienna	1	34										
Barcelona	5	34	Cologne	5	43	Salzburg	2	37	Washington	5	6	Winnipeg	1	35										
Beijing	5	35	Copenhagen	5	43	Moscow	3	27	St Francisco	12	54	Zurich	3	37										
Berlin	5	34	Cork	5	43	Munich	5	43	Stockholm	2	26	Temperatures at midday	6	42										
Brussels	5	37	Dallas	25	79	Nicosia	11	62	Strasbourg	6	42	Temperatures at noon	4	42										
Brussels	5	37	Dubrovnik	5	43	Nassau	26	78	Toronto	12	71	C - Cloudy Dr - Drizzle	1	37										
Berlin	5	37	Lisbon	5	46	New Delhi	28	80	Tokyo	12	71	F - Fair Pg - Fog H - Hail	1	37										
Bermuda	5	32	London	5	46	Nicaragua	12																	

FINANCIAL TIMES COMPANIES & MARKETS

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Wednesday March 10 1993

INSIDE

GE to give more cash to Hungarian venture

Tungsram, the Hungarian light bulb group in which General Electric of the US has a 75 per cent stake, plunged to a F19bn (\$104m) loss in 1992 and will remain unprofitable this year. Meanwhile, PepsiCo, the US food and drink group, has acquired FAO, a leading Hungarian soft drink company, and said it would invest \$115m in the group over the next five years. Page 17

Redundancy for KIO executives

The Kuwait Investment Office, the international investment arm of the gulf state, has made redundant the four executives who have run its \$2bn US property operations for the past decade. Mr Ali-Rashid al-Bader, chairman, said the four had been made redundant in a "cost-cutting programme". Page 16

Brazil shrugs off politics

Brazil
Bovespa Index in \$ terms
December 1992
140
130
120
110
100
90
80
70
60
50
40
30
20
10
0
Dec Jan Feb Mar
1992 1993
Source: Bovespa Stock Exchange

Baring Securities Brasil, president of Baring Securities Brasil, said: "They are waiting for a clear sign that economic reform is moving forward. Yet they are all terrified of missing out." Back Page

Statoff's discovery



Norway has announced the largest oil discovery in eight years, in the remote northern region of the Norwegian Sea. Statoil, the Norwegian state oil company, which made the discovery, believes it could be bigger than the find recently made by British Petroleum which is estimated to contain 250m to 500m barrels of oil. Page 28

Heinz earnings figure revised

H.J. Heinz, the food group, warned that earnings per share in the year to end-April would total about \$2.50. Analysts, guided by the company, had been predicting around \$2.60 until recently. Page 18

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Kerry	20		

Chief price changes yesterday

FRANKFURT (DM)		Paris	
BASF	241.2 + 11.5	Deutsche France	488 + 14.2
Bayer	241.2 + 12.5	Deutsche Franc	397.5 + 19.3
Kodak	422 + 12.5	Intercontinent	512 + 18
Lohmann	712 + 30	Dax	119 + 10.8
Merck	635 - 12	Per Rebeschke	311 + 13.2
Colgate-Palmolive	1050 - 20	Paris	
		For Lyonnaise	660 - 20
		TOKYO (Yen)	
Amer Express	271.2 + 1.2	Hamag	258 + 29
Barclays	53.4 + 1.2	Hiscox	747 + 25
Barings	125 + 15	NEC	767 + 58
Bankers Trust	13.5 + 1.5	Nikko	467 + 48
Barings	108.5 + 2.5	Sanyo Sico	393 + 48
Barings	37.5 - 1.5	Taiwan	
		U-Silic	420 - 50
New York prices at 12.30pm			
LONDON (Pounds)		RPS	
Banks	50 + 4	Smith New C	53 + 4
Brown Shipley	533 + 15	Standard Tech	517 + 20
Christies Int'l	125 + 15		
Corbis	31 + 3	Amersys Eng	13 - 3
Eng Nat P&G	215 + 22	Carlsberg	632 + 25
Euro Disney	1050 + 25	Renzo II	133 - 5
Gasco	485 + 12	Telxon Tech	322 - 17
Hilldown Adm	705 + 12	Thomson	200 - 10
Hilldown	38 + 3		
Hilldown	750 + 25	Tomorrowline	22 - 4
M&G Group	35 + 3	Watson Cof Lon	38 - 7
Mittemex Est			

Cuts in German chemicals sector expected

By Christopher Parkes in Frankfurt

THE GERMAN chemicals industry is expected shortly to announce further cost-cutting measures after BASF and Hoechst yesterday announced sharp falls in 1992 profits and dividends.

BASF, the weakest of the big three, cut its dividend by DM2 to DM1 compared with the DM3 or DM4 reduction widely expected.

The news gave all chemicals stocks and the DAX index of 30 leading shares an immediate boost. The index closed up more than 18 points at a new high for the

year of 1,713.13. BASF stocks, which gained DM9 as soon as the news was released, ended even higher at DM240.10, up DM1.6.

A DM3 cut to DM9 in the Hoechst payout and a 17 per cent drop in earnings were revealed after the markets closed.

According to yesterday's figures, pre-tax profits at BASF slumped 41 per cent to DM24.3bn (\$740m) on sales down 4.5 per cent at DM44.5bn. Earnings at Hoechst were 17.7 per cent lower at DM2.1bn, while sales fell 2.8 per cent to DM45.9bn.

In spite of the early market reactions,

analysts noted that both groups had reduced their dividends by less than expected after profits fell by around 20 per cent in 1991. At the time this was yet to come.

Early estimates of the outlook for the current year and details of further rationalisation plans will be given at the groups' annual press conferences next week. Dividend and earnings details at Bayer, the last of the big three, will be published after its supervisory board meets tomorrow.

Average prices for chemicals fell almost

2 per cent last year and stood 8.5 per cent below those of 1985, according to the chemicals industry association. Prices for organic chemicals and plastics slumped almost 8 per cent.

Confidence in the pharmaceuticals business, which usually avoids the worst effects of cyclical downturns, has slumped lately because of the introduction of price cuts, controls and prescription limits imposed from Bonn. According to early figures, drugs sales have fallen by between 30 per cent and 40 per cent in the first two months of this year.

Lex. Page 14

Renault truck arm falls into the red

By David Buchan in Paris

RENAULT Véhicules Industriels, the French truckmaker, yesterday announced a FF1.62bn (\$228m) net loss for 1992. Turnover fell by 8 per cent with a 38 per cent drop in European sales in the second half.

Mr Jean-Pierre Capron, RVI president, said he hoped that balance might be restored in the second half of this year.

But as a measure of the depth of the recession into which the European truck market had now fallen, he said RVI's sales for both the last six months of 1992 and the first six months of this year would only total what the company had sold in the first half of 1990 alone.

The only bright spot was the relative success of the US subsidiary, Mack Trucks, in reducing its operating loss from \$185m in 1991 to \$145m last year.

The US company had been set the goal, in a recovering market, of returning to profit in 1994, Mr Capron said.

This will cut its French workforce by a further 1,348 jobs this year after 1,008 job losses in 1992 and includes provisions to cover restructuring.

This will cut its French workforce by a further 1,348 jobs this year after 1,008 job losses in 1992 and includes provisions to cover restructuring.

However, excluding the write-offs, the underlying position of the group for 1992 showed a pre-tax profit of £18.9m, against a 1991 loss of £7.7m. The figures were compiled under FRS 3, the new UK accounting standard.

Group revenues grew by 1 per cent last year to £748m. Trading profits were up 67 per cent at £34.2m, with operating margins up from 2.8 per cent to 4.6 per cent. Mr Charles Scott, who takes over as chief executive from Mr Robert Louis-Dreyfus in April, said he expected operating margins to rise 6 per cent this year.

Mr Scott said 14 companies within the group incurred losses in 1992, in Japan, Sweden, China and the UK, but their combined losses had been reduced from

£14m to £7m. Losses of £13.4m on disposals were reported.

Net debt at the year-end was £194m, up from £181m. Losses per share were 38.5p, against a restated 38.6p. Earnings per share, excluding retained earnings of associates, fell 35 per cent to 12.9 cents.

Mr Shemaya Levy, director of RVI's European operations, said that from 1988 peak of 311,000 truck sales, the European truck market would fall to 260,000 last year to 220,000 this year.

Last year, RVI held its fourth position among European truck makers, but its share fell from 10.5 per cent in 1991 to 9.2 per cent.

This resulted from the above-average decline in the French and Spanish markets where Renault is particularly strong, and the fact that the French truckmaker is still trying to expand in Germany, whose post-unification market last year accounted for 40 per cent of all sales in Europe.

"We have adjusted our production to a demand that almost vanished in the second half of last year," Mr Capron said.

"As a result, our operations dwindled to a level we had never experienced in the past and that generated considerably higher costs."

The coach and bus market declined much less than the more cyclical truck market, but French defence cuts reduced Renault's military turnover by 40 per cent.

De Beers allays dividend fears with 29% reduction

By Philip Gavith in Johannesburg

DE BEERS, the South African company which dominates the world diamond market, yesterday pleased investors by keeping the cut in its 1992 dividend to 28 per cent after announcing a 35 per cent fall in earnings for the year.

Many analysts had predicted a much larger reduction in the payout. The company's shares climbed after the announcement, closing at R88.65 - nearly 4 per cent

cut in the quota of diamonds it would buy from

INTERNATIONAL COMPANIES AND FINANCE

Carrefour beats recession with 10.6% increase

By Alice Rawsthorn in Paris

CARREFOUR, one of France's largest retailing groups, yesterday announced that it had overcome its problems in the first half of last year to produce a 10.6 per cent increase in net profits for the full year to FF11.3bn (\$267m) in 1992 from FF11.2bn in 1991.

The group which, like other French retailers, has been affected by the sluggish economic environment saw net profits fall in the first half of 1992. The news of the decline triggered the resignation of Mr Michel Bon who, as chairman, had orchestrated the company's expansion in the 1980s.

Carrefour continued to face difficult trading conditions in the second half of last year. However, it managed to increase sales by 16.7 per cent to FF117.14bn in 1992 from FF100.38bn in 1991. Euro-marche, the hypermarket group that Carrefour acquired in 1991, made a full-year contribution to the 1992 figures but contributed for only six months in 1991.

The board proposed raising the dividend for 1992 to FF135, against FF132.5 in the previous year. Carrefour benefited from a profit of FF287m on the sale of its Pyrca subsidiary but also made a special charge of FF291m for writing off good-

will on the Euro-marche deal. Mr Jacques Fournier, who succeeded Mr Bon as chairman after the latter's resignation last autumn, has continued to sell off peripheral interests to raise capital for the group which is now investing heavily in new technology and stock control systems.

The French hypermarket sector, in which Carrefour is the leading player, has become increasingly competitive following last summer's deal in which Casino took over the Rally chain and the transaction in December whereby Tesco, a force in UK food retailing, made its Gallic debut by buying the Cateau group.

Olivetti joins communicator group

By Alan Cane

OLIVETTI, Europe's largest maker of personal computers, is to become the European partner in an international strategic alliance seeking to exploit the nascent market for "personal communicators" — pocket telephones with built-in fax and computing capabilities.

The company is taking an equity stake in EO, a Silicon Valley start-up company which is marketing personal communicators in the US. The other members of the alliance are AT&T, the US telecommunications

group, Matsushita of Japan, the world's leading consumer electronics company, and Marubeni, a leading Japanese trading company. Each member of the alliance has invested about \$10m in EO.

The alliance has been seek-

ing a European business partner since late last year when it announced availability in the US of its first personal communicators which combine the functions of a cellular telephone, facsimile machine and computer.

The device communicates

over digital radio telephone cir-

cuits which are already available in the US and will be operational in the UK and Europe later this year. EO communicators cost between \$1,999 and \$3,299 in the US; UK pricing has not yet been announced but is likely to be about £1,500 (\$2,168) for a basic model.

Mr Corrado Passera, Olivetti managing director, said it was a small investment for Olivetti in a market expected to grow explosively. World demand has been estimated at 1m customers next year, growing to 100m by 2000, equivalent to \$20bn in annual hardware sales.

If this were so, there would be competition implications for the German travel market, the Bundeskartellamt believes.

Mr Jürgen Kiecker, Kartellamt spokesman, said the information order had been sent to the Südwesdeutsche Landesbank, state bank for Baden-Württemberg and also a shareholder in Walter Kahn, as well as WestLB and TUI.

The move follows the cartel office's decision last December to reopen investigations into WestLB's purchase of its stake in Horten in 1991. This investigation was later blocked by the Berlin courts.

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INTERNATIONAL COMPANIES AND FINANCE

GE's Tungsram posts third consecutive annual lossBy Nicholas Denton
in Budapest

TUNCSRAM, the Hungarian light bulb group in which General Electric of the US has a 75 per cent stake, plunged to a F10m (\$104m) loss in 1992 and will remain unprofitable this year.

This is the third consecutive loss for the group, and the biggest in Hungarian corporate history. It represents a 70 per cent increase on the loss for the previous 12 months.

GE acknowledges the need for a further injection of capital on top of the \$350m it has invested in the venture. The injection would cover accumulated losses, provide cash for operations and cut debt. Losses in the past two years total F14.3bn, using international accounting standards.

General Electric might be obliged to buy out the minority shareholding of Hungarian Credit Bank. The state-owned bank is unhappy with the partnership and needs resources to cope with its own financial difficulties. But the US company said yesterday speculation over buy-out was premature.

Mr Charles Pieper, chief executive officer of Tungsram and GE Lighting Europe, blamed the deficit on growing borrowings, a write-off of inherited Russian trade debts and restructuring costs.

Tungsram announced a further 900 redundancies out of its shrunken workforce of 10,200.

General Electric paid \$150m for an initial 50 per cent of previously state-owned Tungsram in 1990, creating the first sizeable western joint venture in eastern Europe, and the collapse of the Comecon bloc.

Westpac to trim its operations in Asia

By Kevin Brown in Sydney

WESTPAC, the troubled Australian banking group, said yesterday it planned to dispose of many of its Asian operations in a restructuring of its global activities.

Westpac is to sell branch operations in Seoul and Taipei, a joint-venture interest in Jakarta and finance businesses in Indonesia, Taiwan, Hong Kong, Thailand, Malaysia and Singapore. Its six US offices will be consolidated into the New York office.

The group will focus on corporate banking and global financial market operations in Australia, New Zealand, the US, Europe, Japan, Hong Kong and Singapore.

It said the remaining Asian businesses would focus on servicing Australian corporations, foreign companies operating in Australia and New Zealand, and participants in financial markets. Westpac has already repositioned its European business to concentrate on similar activities.

Mr Robert Joss, the American banker appointed managing director last month, said its Asian banking and finance interests had been profitable, but were no longer central to the bank's objectives.

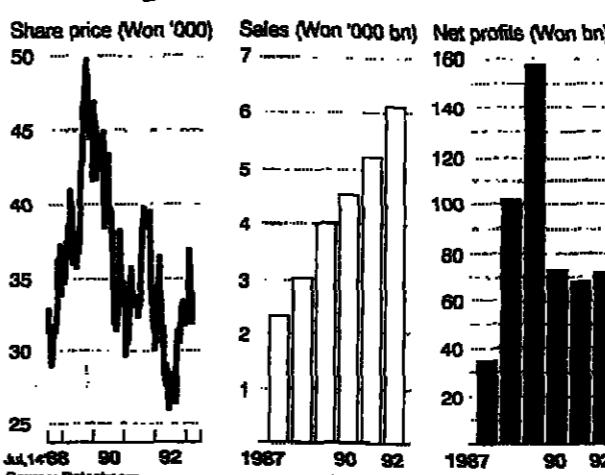
Mr Joss said the bank's global strategy "should be to concentrate on those businesses in which we have a clear competitive advantage and which offer significant prospects for growth".

The restructuring follows Westpac's abandonment of its 1980s strategy of offering a full range of banking services in the main global markets.

Westpac has suffered a series of reverses recently, climaxing in a record loss of A\$1.5bn (\$US1.06bn) for the year to September, after writing off bad debts of A\$2.6bn and an unexpected US tax liability of A\$106m. Five directors, including the then-chairman, resigned last year.

A question of duty for Samsung

Electronics group awaits key US decision on tariffs, writes John Burton

Samsung Electronics

dation was considered necessary to correct problems stemming from the 1988 merger between the Samsung Electronics and Samsung Semiconductor and Telecommunications.

A slimmer management structure is meant to end the duplication of research and sales activities among the four divisions, while promoting faster decision-making.

Samsung has recently forged technical alliances with other chipmakers to reduce production costs.

It signed an agreement in December to produce advanced "flash" memory chips developed by Toshiba. Samsung will also manufacture semiconductor chips at a Texas Instruments' plant in Portugal, while it plans to make semiconductor manufacturing equipment in a joint venture with Dainippon Screen of Japan.

Analysts believe that improved prospects for consumer electronics and telecommunications might balance a possible profit fall for semiconductors.

The consumer electronics division is cutting manufacturing costs by moving facilities to low-wage countries, with the production of microwave ovens in Malaysia, refrigerators in the Czech Republic and VCRs in China.

The depreciation of the Korean won has helped increase exports of consumer electronics to south-east Asia and Latin America, which are emerging as new markets as sales slow in the US and Europe. Domestic demand is also expected to expand this year as the economy recovers to an estimated growth rate of 6 per cent.

Public procurement of telecommunications equipment, such as Samsung's telephone exchanges, is also expected to rise this year with the installation of a new cellular telephone system.

But Samsung is likely to suffer continuing losses in its personal computer business due to fierce competition and price-cutting in this sector.

The group's strategic importance to South Korea may force the government to support it with increased subsidised loans and other aid for research and investment if dumping duties seriously threaten profits

for 70 per cent of its integrated circuit production.

The group's strategic importance to South Korea as one of the country's few competitive high-technology companies and its second-biggest listed concern may force the government to support it with increased subsidised loans and other financial aid for research and investment if the dumping duties seriously threaten profits.

Earnings are already under pressure due to the company's

PepsiCo buys into Hungary

By Nicholas Denton

PEPSICO, the US food and drink group, yesterday acquired FAU, a leading Hungarian soft drink company, and said it would invest \$15m in the Budapest area over the next five years.

The US group took a 75 per cent interest for an undisclosed sum in FAU, which had previously produced Pepsi products under licence for the Budapest

area. This is the first time that Pepsi has taken an equity stake in one of the bottlers and distributors of its products in eastern Europe.

The acquisition of FAU's four plants is part of the broader drive by Pepsi to regain market leadership in Hungary from Coca-Cola and maintain its position in eastern Europe ahead of its rival. Pepsi plans to increase production capacity and boost output

of soft drinks in plastic bottles.

Pepsi said yesterday it was also interested in acquiring the state-owned Pepsi franchise operations in Hungarian regions outside Budapest.

Pepsi's plans for Hungary are part of a wider investment to "close to \$1bn", according to Mr David Jones, president of Pepsi-Cola International's Eastern Europe division.

Haeco profits rise 21% to HK\$387mBy Simon Holberton
in Hong Kong

HONG KONG Aircraft Engineering Company (Haeco), a Swire Pacific group company which holds the monopoly on commercial aircraft maintenance and engineering in the colony, yesterday posted a 21 per cent rise in net profits for 1992 to HK\$387.9m (US\$50m), from HK\$320.6m in 1991.

The profits were struck on a 16 per cent increase in turnover to HK\$2bn, from HK\$1.8bn.

The company said there had been good use of its airframe maintenance facilities and increased activity in its overhaul division.

Mr Peter Sutch, chairman, said the volume of work passing through Haeco was expected to be satisfactory during 1993.

DOMUS MORTGAGE FINANCE NO 1 plc
\$100,000,000
Mortgage Backed Floating Rate Notes due 2014

In accordance with the conditions of the Notes, notice is hereby given, that for the three month period 8 March 1993 to 8 June 1993 the Notes will carry a rate of interest of 6.35 per cent per annum with a coupon amount of £1600.55.

CHEMICAL
An Agent Bank

AUTOBACS SEVEN CO., LTD.

(the "Company")

Warrants
to subscribe for shares of common stock of Autobacs Seven Co., Ltd. issued with

U.S. \$100,000,000

4% per cent. Guaranteed Bonds due 1995

(the "Warrants A")
andWarrants
to subscribe for shares of common stock of Autobacs Seven Co., Ltd. issued with

U.S. \$100,000,000

3 per cent. Guaranteed Bonds due 1996

(the "Warrants B")

Pursuant to Clause 3 (xv) of each of the Instruments dated 28th February, 1991 and 12th March, 1992 (the "Instruments"), relating to the Warrants A and B, notice is hereby given as follows:

In accordance with the resolution of the Board of Directors of the Company adopted at the meeting held on 27th January, 1993, the Company will make a free distribution of shares of its common stock ("the Shares") to its shareholders record as of 31st March, 1993 by way of stock split in the ratio of 1.1 Shares for each Share held.

Consequently, each of the Subscription Prices (as defined in the respective Instruments of the Warrants A and B will be adjusted, effective as of 1st April, 1993 (Japan time), in the manner as set forth below pursuant to Clause 3 (i) of each of the Instruments:

- 1. Warrants A:
Subscription Price before adjustment: Yen 8,897.90
Subscription Price after adjustment: Yen 8,089.00
- 2. Warrants B:
Subscription Price before adjustment: Yen 9,054.20
Subscription Price after adjustment: Yen 8,231.10

The Daiwa Bank, Limited
on behalf of
AUTOBACS SEVEN CO., LTD.

10th March, 1993

3i Group plc
\$125,000,000
Guaranteed floating rate notes 1997
For the three months period 8 March 1993 to 8 June 1993, the rate of interest has been determined by S G Warburg & Co. Ltd at 6.375 per cent per annum.
Interest payable on 8 June 1993 will be \$160.68 per \$10,000 note and \$1,606.85 per \$100,000 note.
Agent: Morgan Guaranty Trust Company
JPMorgan

\$250,000,000
Floating rate notes 1995
Notice is hereby given that the notes will bear interest at 6.0479% per annum from 8 March 1993 to 8 June 1993.
Interest payable on 8 June 1993 will amount to \$152.44 per \$10,000 note and \$1,524.40 per \$100,000 note.
Nationwide Building Society
Agent: Morgan Guaranty Trust Company
JPMorgan

European Investment Bank
Italian Lira 200 Billion
Floating Rate Notes due March 1996
Notice to the Holders
Notice is hereby given that the Notes will carry an interest rate of 10.9375% per annum for the period 05.03.1993 to 07.06.1993.
• ITL 142,795 per ITL 5,000,000 nominal
• ITL 1,427,951 per ITL 50,000,000 nominal
Luxembourg, March 05, 1993

European Investment Bank
Italian Lira 200 Billion
Floating Rate Notes due March 1998
Notice to the Holders
Notice is hereby given that the Notes will carry an interest rate of 10.93875% per annum for the period 05.03.1993 to 06.09.1993.
• ITL 281,836 per ITL 5,000,000 nominal
• ITL 2,818,369 per ITL 50,000,000 nominal
Luxembourg, March 05, 1993

YOUR DAILY BUSINESS BRIEFING

Notice of Adjustment to Conversion Price
DAEWOO Electronics Co., Ltd.
(the "Issuer")
U.S. \$50,000,000
3 1/2% Convertible Bonds Due 2007
(the "Bonds")
Convertible into Shares of Common Stock of the Issuer ("Common Shares")
Notice is hereby given to holders of the Bonds that, following the Dividend in shares by the Issuer of the Common Shares on the basis of 0.02 per Common Share. The Issuer announced on March 2, 1993 that the Conversion Price of Won 9,350 per Common Share has, in accordance with the Trust Deed dated November 4, 1992 concerning the Bonds, been adjusted to Won 9,267 per share with effect from January 1, 1993.
By: The Chase Manhattan Bank, N.A.
London, Principal Paying and Conversion Agent
March 10, 1993

LEAGUE OF FINANCIAL ADVISERS ON CROSS-BORDER EUROPEAN DEALS
JANUARY - DECEMBER 1992

Adviser	Value £m	No of deals
1 S G Warburg (4*)	4,465	24
2 Goldman Sachs (1)	4,129	28
3 Lazarus Houses (5)	3,808	22
4 Swiss Bank Corporation (19)	3,587	9
5 J P Morgan (10)	3,103	12

*1991 ranking

Source: Acquisitions Monthly

In 1992 Swiss Bank Corporation confirmed its position as a leading financial adviser in European Mergers and Acquisitions and was ranked among the top four investment banks by Acquisitions Monthly. Swiss Bank Corporation acted in 30 deals across Europe and 40 deals worldwide, with a total value of approximately US\$13,000,000,000, including acting as sole adviser to Elsevier NV in its merger with Reed International plc - the year's largest European cross-border deal. Our industry specialisation and local market expertise held the key to our success in 1992 - and hold the key to yours in 1993.

Swiss Bank Corporation
The key Swiss bank

NOTICE TO THE HOLDERS OF



ITOMAN CORPORATION

(Formerly Itoman & Co., Ltd.) (the "Company")

U.S.\$200,000,000

5½ per cent. Guaranteed Bonds 1994
(the "Bonds") and Warrants issued
therewith to subscribe for shares
of common stock of the Company
(the "Warrants")

Further to the notice given on 16th November, 1992 and pursuant to Clauses 4(A) and 6(C) of the Instrument dated 20th September, 1990 and the rules of the Luxembourg Stock Exchange, notice is hereby given that the Company entered into a merger agreement with Sumikin Bussan Kisha, Ltd. ("Sumikin Bussan") on 30th November, 1992 (Japan time, the same is hereinafter applicable) under which the Company shall be merged into Sumikin Bussan.

The merger agreement was approved by general meetings of shareholders of both companies on 10th February, 1993. Pursuant to the merger agreement, all rights, obligations, assets and business of the Company (including all the obligations of the Company under the above-captioned Bonds and Warrants) will be transferred to Sumikin Bussan on 1st April, 1993 subject to the commercial registration of the merger being made with the appropriate Legal Affairs Bureau under the Commercial Code of Japan. Such registration is expected to be made in June 1993, whereupon the Company will be dissolved. The Company has received approval for the merger from The Bank of Tokyo Trust Company, as Trustee in respect of the above-captioned Bonds, pursuant to the Conditions of the Bonds.

As of 1st April, 1993 the instrument constituting the Warrants will be modified so that the holders of the Warrants will be entitled from 1st April, 1993 to subscribe, upon exercise of the Warrants, for shares of common stock of Sumikin Bussan at the adjusted subscription price of Yen 6,410 per share (present Yen 1,282 per share of common stock of the Company). However, such new shares will not be issued until the commercial registration mentioned above has taken place.

There will be no stamping nor exchange of the Bonds and Warrants, which remain listed on the Luxembourg Stock Exchange under the former denomination followed by the new denomination.

ITOMAN CORPORATION
By: The Sumikin Bank, Limited
London Branch
(as the Principal Paying and
Warrant Agent)

Dated 10th March, 1993



RESULTS FOR 1992

The Directors are pleased to announce the results for the 12 months to 31st December 1992.

	1992	1991
£'000	£'000	£'000
Net written Premium	191,364	169,861
Profit before Tax	10,093	(1,790)
Profit after Tax	10,206	(1,914)
Total Assets	439,624	328,621
Shareholders' Funds	75,425	51,219

Sphere Drake Insurance p.l.c.
52-54 Leadenhall Street, London EC3A 2BJ.
Tel: 071-480 7340 Telex: 935015 Fax: 071-481 3828

Heinz shares slip on revised earnings-per-share forecast

By Nikki Tait in New York

SHARES in H.J. Heinz, the Pittsburgh-based food group, dipped by 1½ to \$43 yesterday morning after the company warned that earnings per share in the year to end-April would total about \$2.50.

Analysts, guided by the company, had been predicting around \$2.60 until recently.

The company blamed the reduced earnings forecast on "dramatic currency fluctuations caused by the withdrawal of the UK and Italy from the exchange rate mechanism of the European Monetary System, sustained marketing expenditures in certain select markets, and unusually

adverse weather conditions affecting Weight Watchers meeting operations."

In the previous 12 months, it saw after-tax profits of \$63.8m and earnings per share of \$2.40.

Profits in 1991-92, however, were lifted by a pre-tax gain of \$221.5m, resulting from the sale of the Hubinger business.

The revised earnings prediction implies a 30 per cent increase in fourth-quarter earnings per share and would still leave the company's profits at an all-time high.

It came as Heinz posted after-tax profits of \$162.3m in the third quarter to January 27, against \$115.3m in the same period of 1991-92. Sales increased to \$1.77bn from

\$1.62bn and earnings per share rose from 42 to 62 cents.

Heinz attributed the third-quarter improvement to the 9 per cent increase in sales, of which 3 per cent came from volume gains, 2 per cent from price increases, and 7 per cent from the acquisition of the Wattie business in New Zealand; the benefits of a restructuring programme last year; and a reduced tax rate. The tax charge in the third quarter was \$35m (\$65.8m).

The third-quarter results, however, still leave after-tax profits for the first nine months of the year down to \$460.3m, from \$492.9m a year ago. Sales stood at \$5.07bn, compared with \$4.71bn.

Hees hit by exposure to Trustco

By Robert Gibbons
in Montreal

THE TWO most important holding companies in Canada's Edper-Hees group reported sharply lower profits for 1992 because of provisions to cover their exposure to troubled Royal Trustco, Canada's second-biggest trust company.

Hees International Bancorp's profit fell to C\$36.3m (US\$29.4m) from C\$178.4m in 1991, after a special C\$91.4m provision. Hees International is

at the top of the Edper Bronfman empire.

Brascan, the other holding company, reported a loss of C\$113.4m after provisions, against a C\$17.7m loss in 1991.

Both companies have significant holdings in Trilon Financial, which in turn controls Royal Trustco, Canada's second-biggest trust company. Noranda, its controlling stake in John Labatt, the brewer, was sold last month for nearly C\$1bn. The Hees provision included its share of charges made by the property units.

report for the whole year. Royal Trustco has delayed its full-year results until talks with the Royal Bank are completed.

Edper-Hees also controls London Life, the depressed property developers Carena, Trizec and Bramalea, and Canada's biggest resource group, Noranda. Its controlling stake in John Labatt, the brewer, was sold last month for nearly C\$1bn. The Hees provision included its share of charges made by the property units.

CNBC targets Europe and Asia for expansion

By Raymond Snoddy

CNBC, the NBC cable television channel that specialises in business news, is planning to expand in Europe and eastern Asia.

The 24-hour channel carries around 12 hours a day of programmes devoted to Wall Street, supplemented by consumer and other news.

Several individual CNBC programmes are already broadcast to Europe on Super Channel, the pan-European channel which claims it is available in around 50 homes. CNBC is expected to announce today significant expansion of programming carried on Super Channel.

CNBC, available in 48m homes in the US, is also considering significant expansion in Asia by joining a satellite system there.

The CNBC move is the latest example of US cable television programmers expanding overseas, particularly Europe.

This week, Turner Broadcasting said it was launching its Cartoon Network and Turner Network Television in Europe on the Astra satellite, while Viacom said recently that it was introducing its Nickelodeon channel to Europe in a joint venture with British Sky Television.

Dell PC sales surge 117% in final period

By Louise Kehoe
in San Francisco

DELL Computer, the US personal computer manufacturer, yesterday unveiled its fourth consecutive quarter of sales growth in excess of 100 per cent.

Net income for the fourth quarter more than doubled to \$1.3m, or 77 cents per share, from \$1.4m, or 41 cents, while Dell reported sales of \$620.3m,

a rise of 117 per cent on \$265.7m in the same period last year. International sales rose 103 per cent to \$242m in the fourth quarter.

"This has been an excellent quarter and a banner year for Dell," said Mr Michael Dell, chairman and chief executive.

"We doubled our annual revenues to \$2bn, more than doubled our market share and emerged as the third-largest IBM-compatible personal computer company in the world."

Net income for the year rose to \$102m, or \$2.59, up from \$51m, or \$1.40 in fiscal 1992.

Dell sells personal computers direct to users, bypassing dealers and retailers.

Sales to corporate, government and education accounts increased 122 per cent to \$902m in the fourth quarter of fiscal 1993, compared with \$360m in the same period in the previous year. Sales to small to medium-sized businesses and individuals rose sharply to \$248m, up 128 per cent.

Du Pont speeds up phase-out

DU PONT, the US chemicals group, is accelerating the phase-out of chlorofluorocarbons production in developed countries by one year to the end of 1994, Reuter reports from Wilmington.

DuPont said in 1988 it would phase out CFC production as soon as possible. Since then, it said, alternative technologies had been developed, adequate supplies of alternatives were available, and atmospheric measurements continued to confirm that ozone losses will

increase. Refrigeration and air conditioning account for almost half of CFC use. About 80 per cent of the refrigerants DuPont sells are used to service existing equipment.

Existing systems originally designed to use CFCs cannot use any known alternatives as a direct, drop-in replacement without modification or redesign.

DuPont said it expected there would be sufficient alternatives capacity worldwide for the transition.

Meet Sonic the Hedgehog. The new Golden Boy of the Paris stock exchange.



On the 10th March 1993 Sega Enterprises Ltd lists its shares on the Paris stock exchange.

Being both inventive and dynamic, Sonic the Hedgehog (Sega's most successful video game character) is quite like his creator, Sega Enterprises Ltd. Indeed, Sega's creativity is enjoyed everyday throughout the world by millions of people.

More than 40 years of experience, and technological expertise as well as a very productive Research and Development Department has allowed Sega to become one of the worldwide leaders in high-tech interactive entertainment.

From the 10th of March this phenomenon will be appearing on the Paris Bourse.

The prospectus which has received the visa N° 93-090 of the Commission des opérations de Bourse dated 25 february 1993, is available at the office of Nomura France, 19-21, rue de l'Amphithéâtre, 75008 Paris.

SEGA
ENTERPRISES LTD

Notice of Early Redemption

Chevron Corporation

U.S. \$300,000,000

8½% U.S. Dollar Bearer Notes of 1986/1996

NOTICE IS HEREBY GIVEN that pursuant to Condition 4 of the Notes, the Corporation will redeem all of the Notes at a Redemption Price of 100 plus the principal amount on the next interest payment date, 15th April, 1993, when interest on the Notes will cease to accrue. Payment of the Redemption Price will be made upon presentation and surrender of the Notes, with all unmatured coupons attached, at the offices of any of the Paying Agents listed below.

Bankers Trust Company
1 Appold Street, Broadgate
London EC2A 2HJ,
England

Bankers Trust Company
12-14 Rond-Point
des Champs Elysées
75386 Paris, Cedex 08, France

Banque Indosuez Belgique S.A.
Place Sainte-Catherine 14
1000 Brussels, Belgium

Banque Indosuez Luxembourg
39 Allée Scheffer
L-2520 Luxembourg

Swiss Bank Corporation

L'Aeschenweg 20
CH-4002 Basel, Switzerland

Accrued interest due on 15th April, 1993 will be paid in the normal manner against presentation of Coupon No. 7, on or after 15th April, 1993.

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Company sells obligations of:

MEDEXPORT
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Serious Buyers Reply in Confidence to:

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INTERNATIONAL CAPITAL MARKETS

Spain and France bear brunt of turnaround

By Richard Waters in London
and Patrick Harverson
in New York

EUROPEAN government bond markets fell yesterday after the strong rally of recent days, though traders said that the markets remained generally positive on the expectations of further German interest rate cuts.

The falls were most pro-

GOVERNMENT BONDS

noticed in Spain and France, two of the countries which have had the strongest run compared with German bonds. The yield on 10-year Spanish bonds eased to 11.37 per cent from 11.29 per cent by yesterday's close as the peseta weakened on the foreign exchanges, though it remained around

one-third of a percentage point lower than a week before.

French bond futures also fell back, with the Matif contract falling to 115.30 from 115.50 in moderate trade. The reversal led to a widening in the yield spread between German and French bonds, which had narrowed to around 75 basis points at the end of last week.

By the end of yesterday, the spread stood at around 85 basis points.

Italian bonds also slid, though for domestic political reasons rather than on the general trend in Europe.

Prices fell sharply ahead of yesterday's special cabinet meeting on the corruption scandal as traders expressed fears that Mr Giuliano Amato, the prime minister, may have been about to resign.

"It was a great relief to see he didn't resign - there is no alternative to him," said Mr

Turkey may place Netas shares abroad

By John Murray Brown
in Ankara

THE Turkish government might consider placing shares in Netas, the Turkish telecommunications group, with foreign institutions following the lead of a local share issue.

The government's sale of shares in Netas direct to the Turkish public has attracted applications for just 35 per cent of the offer.

The poor response is a blow to Turkey's privatisation programme, and a measure of the immaturity of the local share market.

Brokers say that at an offer price of TL8,250, the company is on a price earnings ratio of 2.6, markedly lower than others in the sector. However, fewer than 5,000 applications were received, 1,000 of which were from Netas employees.

Netas is 51 per cent owned by Northern Telecom of Canada. The government was hoping to reduce its share stake in Netas from 49 per cent to 29 per cent via the offer.

To attract local institutions, the government is raising the ceiling for a single application from 5,000 to 30,000 shares, an investment of \$27,000.

Andrew Roberts, an analyst at UBS Phillips & Drew.

The Italian bond futures contract on Liffe reflected the volatility, falling to a low of 96.30 from 96.78 before bouncing to a high of 97.10. It settled back to around 96.80.

UK government bond prices fell yesterday, with losses concentrated in longer-dated issues, partially reversing the recent flattening of the yield

curve. Producer price figures showing a higher-than-expected rise in input prices, due to sterling's devaluation, aroused some concern about inflation.

Input prices rose 1.4 per cent in February (6.8 per cent year-on-year), though little of the extra cost was passed on in output prices, which rose 0.4 per cent in the month.

On a moderate day, with 28,000 contracts traded, the June long gilt contract on Liffe

opened at 107.4 and hit a high of 107.8 before ending back at 106.4.

The tranche of 6% per cent gilts due 1996, announced on Monday before, was exhausted during the day.

US Treasury prices were flat to lower yesterday as the market continued to consolidate the big gains earned during Monday morning's frenzied rally.

By midday, the benchmark 30-year government bond was up 1/16, yielding 8.15 per cent.

At the short end of the market, the two-year note was down 1/16, to yield 4.015 per cent.

In the absence of the economic statistics, trading was relatively calm, at least compared to Monday's early business when prices rose on reports that President Bill Clin-

BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
AUSTRALIA	8.000	10/02	114.1141	+0.243	7.82	7.82	8.75
BELGIUM	9.000	03/03	112.0250	-0.250	7.27	7.50	7.63
CANADA	7.250	05/03	98.9000	-0.650	7.40	7.28	7.56
DENMARK	8.000	03/03	93.9500	-0.200	8.08	8.50	8.75
FRANCE STAN	8.000	04/03	103.2700	-0.220	7.20	7.50	7.54
FRANCE DAT	8.000	04/03	107.9200	-0.710	7.56	7.45	7.72
GERMANY	7.125	10/03	104.2000	-0.170	6.52	6.85	7.02
ITALY	12.000	05/02	98.7600	-0.450	12.981	13.14	12.81
JAPAN No 119	4.800	05/09	106.2233	-0.228	3.77	3.65	4.09
JAPAN No 145	5.500	05/09	110.4650	-0.152	3.93	3.65	4.30
NETHERLANDS	7.000	02/03	103.4400	-0.420	5.51	6.54	7.21
SPAIN	10.300	04/02	93.9000	-0.470	11.37	11.98	11.24
UK GILTS	7.250	03/03	103-03	-5.22	8.54	8.67	9.10
5.000	10/03	103-04	-4.22	7.57	7.67	8.00	
9.000	10/03	108-05	-6.09	8.21	8.53	9.53	
US TREASURY *	6.250	02/02	102-10	-1.22	5.94	5.65	6.21
7.125	02/03	105-03	-1.02	6.73	6.84	7.17	
ECU (French Govt)	8.000	04/03	103.3500	-0.500	7.51	7.70	8.06

London closing New York morning session

† Gross closing yield including withholding tax at 12.5 per cent payable by non-resident

Prices: US, UK in 32nds; others in decimal

Technical Data/ATLAS Price Source

Liffe launches Spanish contract

By Richard Waters

THE LATEST round in the battle for futures business between London and other continental European financial centres gets under way today as Liffe launches a Spanish bond futures contract.

Liffe claimed yesterday that its new contract, based on 10-year Spanish government bonds, would not take business away from Mef, the Spanish financial futures and options exchange, but would attract new business from international investors. "There is a much bigger market than is being realised by Mef's contract," said Mr Roger Barton, head of business development.

However, Mef has claimed that Liffe's contract will split liquidity between the two markets, and has cut its fees in an attempt to lift its share of bond futures trading.

The futures contract is likely to be attractive to traders given the high volatility in the market, which at 7 per cent has been the highest of any leading bond market over the past year in terms of 50-day price movements. Spanish bonds are expected to outperform in local currency terms once German interest rates fall.

The competition for Spanish bond futures business comes as Liffe has established a 50 per cent to 60 per cent share of trading in Italian bond futures and a 60 per cent to 70 per cent share of German contracts. Its share of medium-term German bond (or Bobl) futures is far smaller.

CIBC offer raises C\$407m

CANADIAN Imperial Bank of Commerce is raising C\$407m in new equity through a public offer of common shares at C\$17.15 a share, writes Robert Gibbons in Montreal. The proceeds will be used to bolster tier 1 capital, providing a ratio of 6.7 per cent. The issue increases its capital ratio to 9.5 per cent after two preferred stock offerings raised C\$400m.

D-Mark sector helped by continued flood of issues

By Antonio Sharpe

The D-Mark sector became the centre of attention again yesterday as the recent flood of new international bond issues continued unabated.

Syndicate managers said they expected new-issue activity to remain high for the rest of the week, since most sectors of the international bond market did not appear to be saturated.

Yesterday's heavy issuance in the D-Mark sector - just

the size of their issues.

The Republic of Austria increased its FRN issue to DM400m from DM300m and Dresden International Finance added another DM50m to the DM150m FRN issue launched on Monday.

Goldman Sachs confirmed that it had won a mandate with Lehman Brothers to arrange a dollar-denominated Eurobond issue for the African Development Bank.

The bonds were priced to yield eight basis points over comparable German government bonds.

The spread tightened slightly by mid-afternoon, but an official at the lead manager, WestLB, said this reflected weaker bund prices.

Deutsche Bank raised DM1bn for itself through an issue of four-year Eurobonds. The bonds were priced at 15 basis points over the series 99 of medium-term German government bonds, and later tightened to 13 basis points.

UBS Phillips & Drew, the lead manager, said the issue was part of Ciba-Geigy's current medium-term note programme.

The bonds were priced to yield 30 basis points over the 6% per cent US Treasuries due

NEW INTERNATIONAL BOND ISSUES

Borrower	Yrs	Coupon %	Amount m.	Price	Maturity	Fees	Book runner
DEUTSCHE BANK	10	8.25	101.5	101.50	Apr. 1997	1.75/1.125	Deutsche Bank
Deutsche Finance (Neth.)	1m	6.25	101.75	101.75	Apr. 2000	1.75/1.125	Westdeutsche Landesbank
European Investment Bank	400	(e)	100	100	Apr. 2003	0.25/0.15	Rabobank Nederland
Republik Niedersachsen	100	(1)	100	100	Apr. 2003	0.2/0.1	Salomon Brothers
Dresdner Int.Fin.(Dublin)gpt	50	(g)	102.675	102.675	Mar. 2003	2.5/2.175	Dresdner Bank
YEN							
Asahi Chemical Industry Co.	20bn	4.75	101.55	101.55	Jul. 2001	1.875/1.725	Nomura International
D-MARKS							
Deutsche Finance (Neth.)	1m	8.25	101.5	101.50	Apr. 1997	1.75/1.125	Deutsche Bank
European Investment Bank	500	6.25	101.75	101.75	Apr. 2000	1.75/1.125	Westdeutsche Landesbank
Republik Niedersachsen	400	6.25	100.50	100.50	Apr. 2003	0.25/0.15	Rabobank Nederland
Dresdner KfW	100	6.25	100.50	100.50	Mar. 2003	2.5/2.175	Dresdner Bank
CRÉDIT LOCAL							
STERLING	50	8.5	105.05	105.05	Feb. 2000	2/1.65	SG Warburg Securities
Bayerische Landesbank(h)	50	8.5	105.05	105.05	Feb. 2000	2/1.65	SG Warburg Securities
CANADIAN DOLLARS							
World Bank	250	6.75	100.025	100.025	Apr. 1998	1.875/1.725	Wood Gundy
GUILDFRS							
Dresdner Bank	300	6.75	101.05	101.05	Apr. 2003	1/0.825	Rabobank Nederland
KNP BT	300	6.75	100.7	100.7	Apr. 2000	1/0.825	ABN Amro Bank
SWISS FRANCS							
Sekuritudo Kogyu Co.(c)†*	110	1	100	100	Mar. 1997	-	Swiss Volksbank
Nihon Koden Corp.(b)†*	70	1	100	100	Mar. 1997	-	Yamachii Bank (Switzerland)

Final terms: a) Final terms fixed on 16/3/93. b) Coupon 0.5% x 10/10/94 CMAT. c) Coupon 0.5% x 10/10/94 CMAT. d) Coupon 0.5%

cash
£34m
logg

Hillsdown rethinks expansion

By Maggie Urry

HILLSDOWN Holdings' results bore the brunt of the group's earlier mistakes made when it expanded rapidly through acquisitions.

Pre-tax profits dipped and a £92.3m provision was taken below the line.

The group now plans a pause in such expansion for at least 12 months while it concentrates on sorting out its existing operations. It will also close or sell about 30 businesses.

Sales from continuing operations rose 6 per cent but total sales were down 6.1 per cent to £437m.

Operating profits fell 20 per cent to £184.5m through profits from continuing businesses fell 12.2 per cent to £163.6m. Profits included £6.4m (£10.6m) from fixed asset sales.

Operating profit margins fell as recession-hit consumers traded down.

A reduction in the interest

charge from 24.9% to 20.8% reflected the rights issue in November 1991.

The tax charge rose from 20.5 per cent to 25.9 per cent as unutilised tax losses ran out.

The tax rate is expected to

£20.3m, reflecting lower profits in Canada and at Strong & Fisher.

With the extra shares in issue, earnings per share fell from 21p to 13.8p. An unchanged final dividend of 6.8p gives a maintained

profit fall to £12.8m as lower volumes hit the commodity end of the business. Poultry and egg profits rose 3.8 per cent to £27.2m.

In non-food activities, furniture profits were ahead from £12.6m to £14.8m. Profits from housebuilding property and specialist activities fell 5.9 per cent to £11.6m.

• Pre-tax profits of Strong & Fisher (Holdings), the leather and by-products group 70.3 per cent owned by Hillsdown, were below expectations at £2.23m after exceptional debits of £52.000.

The previous accounting period covered 18 months when pre-tax profits were £2.43m after an exceptional debit of £4.55m. Sales were £83.6m (£11.6m).

There was a tax credit of £491,000 from the release of an unused provision. Fully diluted earnings per share were 1.05p (0.54p).

The annual dividend is unchanged at 1p.

Maple Leaf moves ahead 16%

Maple Leaf Foods, the food processing group 56 per cent owned by Hillsdown, reported profits of £66.2m (£28.8m), or 88 cents a share, for 1992, up 16 per cent, writes Robert Gibbons.

Sales were £42.8bn, down slightly reflecting the group's withdrawal from the beef business.

Operating profits fell 20 per cent to £184.5m through profits from continuing businesses fell 12.2 per cent to £163.6m. Profits included £6.4m (£10.6m) from fixed asset sales.

Operating profit margins fell as recession-hit consumers traded down.

A reduction in the interest

rise to about 30 per cent in 1993. The group is also facing an advance corporation tax problem but hopes to avoid paying any irrecoverable ACT this year.

Minorities fell from 25m to 8.8p total.

Food processing operating profits fell 10 per cent to £123.4m, with mixed results from the range of activities.

The fresh meat and bacon division suffered a 60 per cent

Acquisitions help Kerry rise 19% to £f28.7m

By Tim Coone in Dublin

KERRY GROUP, Ireland's fast-growing milk and meat processing company, reported a 19 per cent increase in pre-tax profits for 1992, from £22.1m to £28.7m (£29m), on turnover up 10 per cent to £88.7m, against £75.4m.

The results incorporated the first full-year contributions from continuing operations, which were below expectations at £2.23m after exceptional debits of £52.000.

The previous accounting period covered 18 months when pre-tax profits were £2.43m after an exceptional debit of £4.55m. Sales were £83.6m (£11.6m).

There was a tax credit of £491,000 from the release of an unused provision. Fully diluted earnings per share were 1.05p (0.54p).

The annual dividend is unchanged at 1p.

ing in the new shares will start on April 6.

Emerging markets are seen as attractive investments because they have higher rates of economic growth and underdeveloped stock markets, and because many governments are liberalising their investment regulations. Templeton Emerging Markets Investment Trust is also considering raising new funds.

The shares are C shares, which will bear the costs of the issue and so ensure that no dilution is suffered by existing holders. When the bulk of the proceeds are invested, the C shares will be converted into ordinary shares at asset value.

The offer will close on March 31 and it is expected that deal-

Candover assets up 9% but new activity halves

By Charles Batchelor

CANDOVER Investments, an investment trust specialising in management buy-outs, increased net assets per share and pre-tax profits in 1992 but saw a halving of its new investment activity.

Pre-tax profits rose by 4 per cent to £4.1m. Because the tax charge was smaller than expected, profits after tax rose by 11 per cent to £3.15m.

Net assets increased by 9 per cent to £59.8m to show annual compound growth of 22 per cent in the eight years since Candover was listed.

The sharp decline in interest rates would, however, make it considerably more difficult to maintain income levels from the company's cash and investments in short-term securities this year, he warned.

Net assets per share rose by 9 per cent to 267p in the year ended December 1992 while fully diluted earnings per share rose 12 per cent to 13.7p. Candover proposed to pay a final dividend of 6.5p, making a total of 6.5p, an increase of 8 per cent.

The result of this was to reduce total investments by Candover and its managed funds to £45.8m from £59.8m in 1991.

Candover still had £100m available in its two main funds and so did not have to think seriously about raising new finance, Mr Brooke said.

Germany, which accounts for half of Candover's non-UK investments or 5 per cent of its total assets, has been a cause of concern.

Candover's shares rose 5p to 253p.

Hambros to raise £35m in HIS float

By Richard Lapper

HAMBROS, the merchant banking group, expects to raise £35m by floating its insurance business, Hambros Insurance Services, later this month, according to the pathfinder prospectus issued yesterday.

HIS will receive £15m before expenses, of the proceeds, of which £2.5m will be used to reduce short-term debt. The remainder represents the sale of shares by Hambros and minority shareholders. Hambros will retain a 50 per cent holding.

Turnover of the four companies which make up HIS - Cunningham Hart, the loss adjusters, Hamro Legal Protection, the legal expenses insurer, Beale Dobie, a market maker in second hand endowment policies, and Berkeley Insurance, a London market consultancy - increased to £56.6m (£35.5m) in the 12 months to March 31 1992.

The issue will be underwritten by Panmure Gordon, brokers to HIS.

Fleming Emerging to raise £50m

By Philip Coggan,
Personal Finance Editor

FLEMING Emerging Markets, the specialist investment trust, is attempting to raise £50m to take advantage of what it sees as increasing investment opportunities in developing economies.

The trust has conditionally placed 37.5m shares and is offering a further 12.5m shares

to existing share and warrantholders by way of an offer for subscription.

The shares are C shares, which will bear the costs of the issue and so ensure that no dilution is suffered by existing holders. When the bulk of the proceeds are invested, the C shares will be converted into ordinary shares at asset value.

The offer will close on March 31 and it is expected that deal-

ings in the new shares will start on April 6.

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COMPANY NEWS: UK

Boost from money market and Winterflood sale

Union cuts loss to £16.3m

By Richard Waters

A TURNROUND in its core money market operations and the sale of its equity market-making business for £19m meant that Union Discount, London's oldest specialist discount house group, could survive as an independent company, Mr George Blunden, chief executive, said yesterday.

Announcing a pre-tax loss of £16.3m, an improvement on the £23.8m loss the year before, Mr Blunden said Union had succeeded in returning to break-even at the operating level in the second half. How-

ever, the group is not paying any dividend for the year (£1.5p).

Talks about a sale of the group had been called off last week because the unnamed potential bidder failed to offer enough for Union's troubled leasing business, Mr Blunden said. The group is now planning to reorganise its remanaging leasing operations, selling some parts and running off the remainder.

The sale of Union's 90.5 per cent stake in Winterflood Securities, the specialist smaller companies marketmaker, was intended to provide the capital

to underpin money market operations, allowing it to expand into more profitable areas of trading such as bond arbitrage.

Winterflood made a profit of £4.42m for the year, reflecting a return of interest in smaller companies.

The performance of the group was held back by a loss of about £2m on the day sterling pulled out of the European exchange rate mechanism in September.

Since then the discount house operation had been profitable. Discount house operating losses for the year were

£5.1m, compared with £2.6m in 1991.

After higher provisions over leasing in the first half, Union made no further provisions for the year. Operating losses in asset financing fell from £16.3m in 1991 to £7.6m. If Union fails to find a buyer for its leasing assets, it could face extra costs of an estimated £7m over the next three to four years, said Mr Blunden.

Losses per share at 78.2p, were down from 98.5p. Net assets per share fell from 300.83p to 187.92p, though the sale of Winterflood added a further 82p a share.

Close seeks funds for purchase

By Peggy Hollinger

CLOSE BROTHERS yesterday embarked on its first cash call as it sought funds for the £19m acquisition of Winterflood Securities, the small companies marketmaker.

The merchant bank announced a placing and a 1-for-7 open offer of 5.5m shares at 315p. This will raise £17.3m towards the acquisition of Union Discount's 90.5 per cent stake in Winterflood and £3m in debt. Close shares rose 4p to 344p.

Winterflood's management, led by Mr Brian Winterflood who set up the business in 1988, will be granted incentives as part of the purchase agreement.

These include options over 15 per cent of the marketmaker - which could bring management's stake to almost 25 per cent - and 5 per cent of Winterflood's profits up to £5m.

Mr Winterflood said the firm would be run as it always had been - "with no interference from big brother". He has plans to expand the business organically and through expansion in the

jobbing sector.

Mr Peter Winkworth, an executive director of Close, said Winterflood would be a "very good strategic fit".

Close also reported a 6.7 per cent advance in pre-tax profits to £6.8m for the six months to end-January.

The interim dividend is increased in line with profits from 3p to 3.2p.

Earnings per share rose from 11.56p to 11.91p.

The loan book was ahead 3 per cent at £265m.

Pict Petroleum ahead on weakened pound

By Peggy Hollinger

A WEAKER pound helped Pict Petroleum, the oil exploration company, report a surge in interim profits from £1.1m to £2.9m on turnover 19 per cent lower at £14.8m, against £15.9m. Mr John Lander, managing director, said currency gains had contributed £1.4m, against last year's £424,000 loss, to pre-tax profits for the six months to December 31.

The stronger dollar and weaker pound had also helped

to offset a decline in the oil price from \$19.50 to \$18.76 per barrel. Sterling barrel rates averaged at \$10.94, against \$10.99 last year. Mr Lander said the exchange rate was likely to continue to benefit the group in the second half. "With a stronger pound, if nothing goes wrong, it should be a very good year-end," he said.

Cash balances rose from £15.9m to £16.9m, helping to boost interest income from £254,150 to £267,887.

Earnings were 5.66p (2.97p).

AJ Archer agrees to buy Castle Holdings

By Richard Lapper

AJ ARCHER Holdings, the quoted Lloyd's underwriter, has reached agreement to acquire Castle Holdings. The company will form one of the largest agency groups at the Lloyd's insurance market.

Castle shareholders will receive 12.5m Archer ordinary shares, valuing the smaller group at about 25m.

The takeover will create an agency managing 15 syndicates, with a combined capac-

ity - or capital base - of £281m. Although the group will still be significantly smaller than Sturge Holdings, the market leader with managed capacity of more than £700m, it ranks alongside such agencies as Merrett, Wellington and Murray Lawrence.

The agency will also handle the affairs of some 60 Lloyd's Names - the individuals whose assets make up Lloyd's capital base - as a result of the merger of its members' agency interests.

It is expected that the new investment will fully let.

Earnings per share, excluding the exceptional item, rose 23 per cent to 2.56p.

The total dividend was raised from 2.5p to 2.6p via a final of 1.6p.

Singer & Friedlander faces new £8.6m claim

By Robert Peston,
Banking Editor

SINGER & Friedlander, the banking and property group, said yesterday it faces a new claim for damages of £8.6m from the department of trade and industry stemming from Singer's role as adviser to interests connected with Barlow Clowes, the fraudulent investment group.

The company said the new claim was "in relation to Singer's role in connection with Barlow Clowes, the fraudulen-

t investment group.

Last May, Singer disclosed

that it and three other City firms faced a separate claim of £2m from the DTI.

Singer also announced yesterday that its pre-tax profits fell 61 per cent to £6.05m in 1992. However, the fall was attributed to an exceptional debit of £10.1m to cover the fall in value of properties held for long term investment.

Without this debit, pre-tax profits would have risen 5 per cent to £16.2m.

There was a 33 per cent rise from £9.29m in trading profits from banking operations. Mr John Hodson, chief executive, said this was part attributable to a "big turnaround" from losses to profits in a business which sells the high yielding debt of South American companies.

He added that there was also a strong performance from the corporate finance department's offices in Leeds and Nottingham, which give advice to small and medium-size companies.

The group announced pre-tax profits down 2 per cent, from £7.16m to £7.02m, for the half year to January 9.

Operating margins were eroded from 15 per cent to 14.1 per cent, mainly because of the launch of the Select range and the relaunch of the Continental products in the UK.

The group's UK retail operations achieved sales of £38.3m, up 9.6 per cent on the

previous year. Mr John Thorntons, chairman and chief executive, whose family owns 48 per cent of the shares, said profits were slightly under expectations.

In the four weeks to Christ-

mas, UK retail sales grew 8.3

per cent on the previous year.

The group said it was £250,000 short of stock.

Capital spending increased to £5m (£3.7m). The group spent £1m on shops, opening 30 more outlets in the UK bringing the total to 442. It opened two more shops in France. The group spent £3.2m (£1.4m) on plant.

Earnings per share slipped to 7.36p (7.55p). The interim dividend is maintained at 1.25p.

Wates incurs £75m loss and omits final pay-out

By Paul Taylor

WATES CITY of London Properties, the property investment and development group, yesterday reported a £74.9m pre-tax loss for 1992 and passed its final dividend.

Net assets per share more

than halved to 74.4p (151p).

The deficit, which compared

with previous profits of £21.7m,

largely reflected the transfer of

a net £71.9m deficit on the

revaluation reserve to the

profit and loss account, cou-

pled with a £2.77m loss taken

on the sale of two investment

properties.

Net rental income increased

of 0.77p and a final of 2.96p.

Reflecting the continuing

decline in property values net

assets fell from £181.2m to

£89.3m at the end of 1992. It

was the third consecutive year

that net assets had fallen. The

worst affected part of the port-

folio was development proper-

ties which again fell by 44 per



Dundas Hamilton: relatively modest level of gearing

cent, while the overall value of investment properties dropped by 21 per cent.

At the year-end net borrowings stood at £90.5m (£91.2m), representing gearing of 102 per cent. In December the group rearranged its principal borrowings with a syndicate of four banks. The new five year £80m facility, which is secured on some of the group's properties, replaced a £100m facility which was due to be repaid in June next year.

Commenting on the results Mr Dundas Hamilton, chairman, said: "1992 has been without doubt the most difficult year in the history of the com-

pany."

"The failure of others in the property sector has led the banks to apply increasingly stringent lending criteria. We are fortunate that the company entered the recession with a relatively modest level of gearing."

He added: "There is some evidence that the worst of the recession is over."

Thorntons drops to £7m

By Catherine Milton

LAUNCH COSTS for two lines of chocolates slimmed profit margins at Thorntons, the chocolate maker and retailer.

The shares fell 10p to 20p as the group announced pre-tax profits down 2 per cent, from £7.16m to £7.02m, for the half year to January 9.

Operating margins were eroded from 15 per cent to 14.1 per cent, mainly because of the launch of the Select range and the relaunch of the Continental products in the UK.

The group's French subsidiary continued to make losses, although he said the full-year figure might be less than last year's £750,000 deficit, partly depending on currency fluctuations.

Sales in France rose to £3.3m (£4.6m). Interest payments

increased to £650,000 (£478,000) with net borrowings at the half-year of £4.8m. The group has suffered because of relatively high French interest rates. Thorntons has between 27m and 28m in French franc long-term loans.

Capital spending increased to £5m (£3.7m). The group spent £1m on shops, opening 30 more outlets in the UK bringing the total to 442. It opened two more shops in France. The group spent £3.2m (£1.4m) on plant.

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NEWS DIGEST

N Midland decline continues

PROFITS continued to decline at North Midland Construction last year. Following the halving of profits to £555,000 in 1991, the result came out at £192,000.

The trust, managed by GT Management, reported net revenue of £2.05m (£1.95m), equivalent to earnings of 5.59p (5.35p) per share. A final dividend of 0.3p is recommended for a total of 0.6p (1p).

Kleinwort Develop net assets fall

Net asset value per share of Kleinwort Development Fund stood at £13.22p at January 31. That was a decline of 13.82p on the figure of 12 months earlier and 7.67p of the July 31 year-end value.

Earnings per share for the

network are thought to be the management team led by Mr Andrew Manderson, who has run RFM since Crown took over in 1989, and a consortium led by NRJ, a rival network.

Under the plan, which would involve financing of some £12m and an immediate injection of £1m, Hambros European Ventures Development would take 26 per cent of the equity. A media subsidiary of La Caisse de Dépôts, the French government investment bank, would take 20 per cent.

The magazine L'Eveil de Jeudi would also take 20 per cent and the staff would subscribe for a significant stake.

British Data £5.13m property buy

British Data Management is paying £5.13m for a 993 year unexpired leasehold interest in a property in east London.

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CREDIT MANAGEMENT

Wednesday March 10 1993

The avalanche of bankruptcies, many caused by mismanaged cash flows, and the tenuous state of company finances have dramatised the need for better credit controls by borrowers and lenders. They have also fuelled demands for legislation to penalise late payers. Charles Batchelor reports

In the teeth of the gale

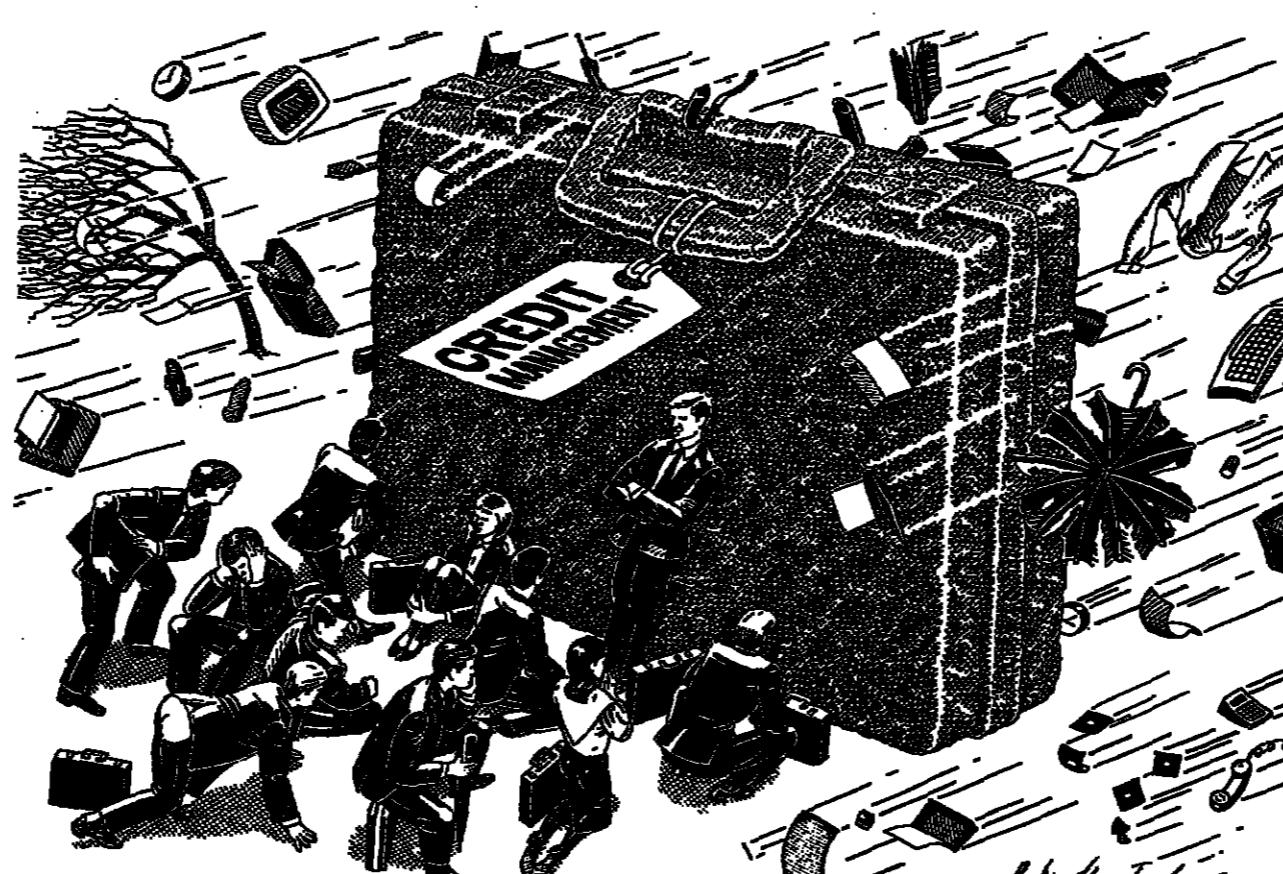
CREDIT management has traditionally been seen as an undramatic, back-office job. While the sales team got the expense account lunches and the smart cars, the credit controller sat in the canteen and went home by bus.

Until the onset of the recession, that is. Spilling failure rates, ever-lengthening payment delays and a crunch on company cash flows have brought home the importance of efficient credit management. Ineffective credit controls have meant that many otherwise viable businesses have gone to the wall.

The old excuses for not taking action to reduce credit risk have been discredited, says Ms Barbara Bennett, corporate affairs manager at Trade Indemnity, Britain's largest insurer of domestic trade credit.

Among the famous last words of doomed businessmen she lists: "All my clients are blue chip" and "I have known the company for 20 years. I was playing golf with the managing director only last week."

The credit management sector has two main elements: the in-house credit controllers who attempt to ensure the company only does business with customers who can pay on time; and the external suppli-



not solve the problem, he believes.

"Many senior managers are reluctant to employ a specialist," says Mr Allen. "This is despite the fact that the person in charge of the debtor ledger typically is in charge of 40 per cent of the business's current assets, more than anyone else in the company apart from the managing director."

To boost standards the institute, which has 8,000 members,

runs training programmes around the country and plans to move to a system of exam-only entry.

A more professional approach to credit management is the only way to improve the payments position of British companies, says Mr Peter Rowe, the institute's director general. The welter of proposals which have been made to ensure that companies, particularly small businesses, get paid on time will

improvements include dispensing with preliminary hearings in all but exceptional cases, allowing judges to help litigants who are not legally represented and requiring judges to explain their decisions orally.

Another move by government is to require large companies to declare in their annual report the time it takes them to pay their suppliers. The government has published a consultation paper aimed at finding the most acceptable method of providing this information. But many finance directors and accountants are sceptical that the numbers would be meaningful unless the average contractual payment terms agreed by individual companies and by the industry sector were also published.

A separate initiative has also been taken by the Confederation of British Industry. More than 400 CBI members have signed up to a register of companies which guarantee to make prompt payments. The code has been criticised as depending on the goodwill of participants and for lacking real teeth.

The institute, for its part, has suggested that payments performance should be one of the areas included in BS5760, the quality management standard which has been adopted by several thousand companies. But the government wants to see if other methods work first while the British Standards Institution is unwilling to add another element to its standard. A separate prompt payment landmark might be the answer, says Mr Allen.

That some action needs to be taken is evident from the poor payments performance of British companies. UK suppliers normally quote payment terms of 30 days but wait 60 days to get paid, according to the British Association of Factors and Discounters. German and Dutch companies also normally quote 30-day terms but wait just 50 and 45 days for payment.

A recent survey by Trade Indemnity showed that of the 600 UK companies it contacted just 3 per cent had been paid on time. Large companies frequently pressure small suppliers with the threat of losing their business unless they agree to very disadvantageous payment terms.

Despite the fact, or perhaps because, the payments record of British companies is so poor, the UK has the most developed credit management industry in Europe. "We are ahead of continental Europe in terms of the amount of business information which is available and our expertise in assessing risk," says Mr Brian Bailey, managing

director of UAPT-InfoLink, a large provider of business and credit information.

Business information groups such as Dun & Bradstreet International, Infocheck, ICC and UAPT-InfoLink provide a wide variety of credit assessment services in both hard copy and electronic form. A salesman can now call up credit information in his car before visiting a potential customer.

The factoring companies have been expanding their business in recent years and could benefit from the end of the present recession if the banks prove reluctant to provide conventional overdraft lending. The factors provide a range of services ranging from taking over the management of their client's sales ledger to simply providing cash against invoices. More than 9,000 companies with a combined turnover of £16bn make use of factoring or invoice discounting.

The domestic credit insurance industry has been dominated by one company, Trade Indemnity. But new competition in the form of NCM Credit Insurance, a Dutch group which acquired the short-term export credit insurance arm of the Export Credits Guarantee Department, has emerged.

NCM claims a 5 per cent market share after its first year of operations against the 80 per cent held by Trade Indemnity.

These different sectors of the credit management industry make extensive use of each other's services. The factors offer credit insurance as an add-on to their core activities of managing sales ledgers and providing cash while the credit insurers and the factors make use of the business information

industry.

"Businesses have become aware that they can substitute one service for another," says Mr Bruno Tavernier, a director of ICC. "There is more competition between the different parts of the credit management

industry."

But before they make use of outside services such as these, managers must ensure that their internal credit controls are good. "People don't help themselves," comments Mr Philip Mellor, marketing manager of Dun & Bradstreet.

"They don't agree terms in advance or call to check that the goods delivered were satisfactory."

Three years into a recession the credit specialists still find alarming examples of poor credit management. Says one:

"If people put as much professionalism into credit management as they do into sales they would be much better off."

IN THIS SURVEY

- Credit rating: intelligence about customers is big business with many newcomers
- Rules of engagement: the procedures to use for good credit management
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- Factoring: the economic recovery will offer golden opportunities to factors and invoice discounters;
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CREDIT MANAGEMENT 2

Credit rating is an industry in its own right, says Charles Batchelor

Know your customer

THE business information market has expanded significantly over the past decade. New players have emerged to challenge the old-established groups and the demand for ever-faster credit decisions has both pushed and been pushed by rapid technological change.

At the same time, only a tiny percentage of commercial sales decisions are taken on the basis of information provided by an outside credit rating agency. The challenge for the industry is two-fold: to convince more businesses of the need for properly informed sales decisions and to refine the technology to make this possible.

"Credit vetting should start at the sales stage," says Mr Philip Mellor, marketing manager of Dun & Bradstreet International (D&B), which claims to be the largest provider of business information in the UK. "The sales force will become disillusioned if it takes an order which is not accepted by the credit control department. Consider that the average cost of a sales call is £150."

"A credit control policy should enable the sales people to concentrate on customers who will be the most profitable," says Mr Brian Bailey, managing director of UAPT-Infoline. "Yet often this is hampered by a conflict between the sales director and the finance director."

If these barriers can be broken down the potential for the

business information providers is enormous. Only one in 15 commercial sales decisions is taken with help of "third party" information, calculates Mr Mellor. Mr Bailey puts the figure at "a few percent".

The reason for this reluctance may lie in the availability of business information in the UK from one central source, Companies House. Compare this with continental Europe where company information is often lodged with local chambers of commerce or even the US, where relatively few companies - 17,000 against

Business investigation is a growing activity, but it still influences very few commercial sales

90,000 in the UK - are required to file returns.

But the value of this information may be more apparent than real, the business information groups claim. Companies House data can be up to 15 months out of date. In boom times, let alone a recession, this delay can conceal payment problems at a company.

Fortunately for the credit rating industry demand for credit information comes not just from the corporate end-user but from a host of intermediaries, financial groups such as finance and leasing companies, factors and the credit insurers. Although they collect a great deal of information themselves they provide a

ready market for the services of the information companies.

The task for the information provider is to collect the published company reports, court judgments, directors' disqualifications - and to supplement this with unpublished information on the past payments performance of companies and individuals. Where the information companies add value is in bringing this disparate information together in a single credit report and, even more important, interpreting it for their customers.

BORROWING dulls the edge of husbandry, and lending is fraught with risk too. But Polonius was only half right when he warned against both.

Good credit management is about following rules. It is not expensive or complicated. Nor should it stifle a company's wish to be creative and flexible, within limits. It can allow a company to borrow and lend, oil the wheels of the business, and emerge unscathed.

Striking a balance might seem hard: go easy on creditors and you could be taken for a mug. Hire a couple of heavies to pick up a debt, and you may lose a valued customer. Pay your bills late too often and you will get a bad name, and risk losing discounts and after service.

Essentials for a credit manager are persuasion skills and brinkmanship, says Mr Burt Edwards, fellow of the Institute of Credit Management. You must press for payment according to agreed terms, but must back off if there is a genuine dispute.

If you are about to start up, seek expert advice on the law and best trade practice. But there are rules any company can follow to improve internal procedures.

The Confederation of British Industry offers the following guidelines to improve credit management:

- have a written contract, stating your terms and conditions. In particular, it should give clear terms of payment, agreed and understood before you trade. Payment periods should be compatible with cashflow.

● check creditworthiness. Limit risk by running a customer through credit rating agencies. "No-one in their right mind would buy a house without a survey," says Dr Ian Peters, a CBI deputy director.

● personal contacts. Get to know the people in the accounts or sales departments. Know who to speak to if payment or delivery is late.

● employ someone solely responsible for credit management. "It is the Cinderella of small business management," says Dr Peters. "Yet it can make or break a company. It is at the heart of business survival but it is often seen as a clerk's job."

● set down a time limit for payment beyond which you cannot go. If a buyer wants terms which your company cannot finance, say No. "A good manager knows how far the company can go in being flexible," says Dr Peters. "But it is important to set out the parameters."

● have a clear and consistent system for chasing payment. It might go like this: a reminder is sent out, automatically, the day after a payment date has passed. Further written reminders may follow although it is probably better to get on the phone if no payment is made after repeated reminders. Telephone the company or go in person. If payment is still not made, it may then be appropriate to send a solicitor's letter, threatening court action. Do not be reluctant about recourse to the law, but use your judgment on when it is appropriate.

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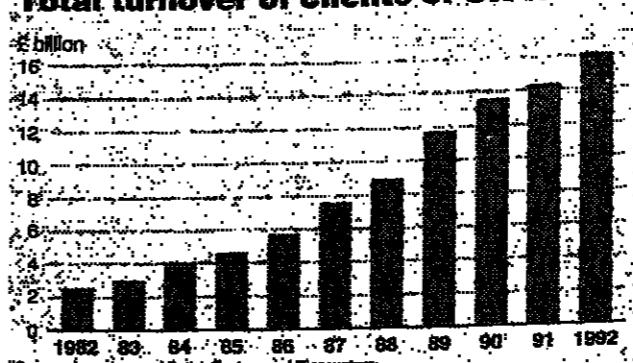
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● have a clear and consistent

Total turnover of clients of UK factors



GUIDE TO PROCEDURE

Brinkmanship is not enough

First, ensure that your terms and conditions apply, says Mr Simon Rawlins of London solicitors Baileys Shaw & Gillett.

Terms and conditions must be incorporated into the contract at the outset when agreeing an order, otherwise it is made after repeated reminders. Telephone the company or go in person. If payment is still not made, it may then be appropriate to send a solicitor's letter, threatening court action. Do not be reluctant about recourse to the law, but use your judgment on when it is appropriate.

Further information: Local Enterprise Agencies or Chambers of Commerce; Institute of Credit Management, Easton House, Easton on the Hill, Stamford, Lincolnshire, PE9 3NH; Confederation of British Industry, Centre Point, 103 New Oxford Street, London, WC1A 1DU.

get your goods back if a customer goes into receivership.

● limit your liability. In the unlikely event of your goods proving to be defective, your liability should not be open-ended.

● allow flexibility in your delivery dates. A clause could set out, for example, that you are entitled to deliver on the agreed date, or *in seven days*.

● interest provision. Include a charge for interest on late payment. "It is worth having the option to charge interest even if you do not always use it," says Mr Rawlins.

Mr Rawlins' final tip on legal protection: keep written notes of all stages of a contract, including phone conversations. "Courts like pieces of paper. If a dispute arises, a court will want to know whether there is any evidence in writing which you can point to to support your case. If you do, you have a much greater chance of judgment in your favour." And it could greatly speed settlement.

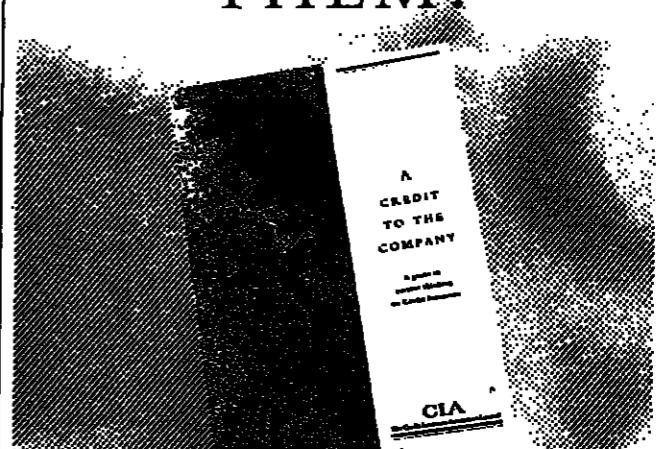
"It is getting the simple things right every time," says Mr Rawlins. "Have a credit policy, have a set of terms and conditions, know when and how to incorporate them into a contract and document your transactions as well as possible. Beyond that, everything else is a commercial risk, but getting all that right will keep the risk to acceptable levels."

A few well-chosen clauses could help to improve your legal position. Mr Rawlins suggests the following:

● retention of title. This means the seller retains legal ownership of the goods until they are paid for. It will help

Sheila Jones

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 Alex Lawrie

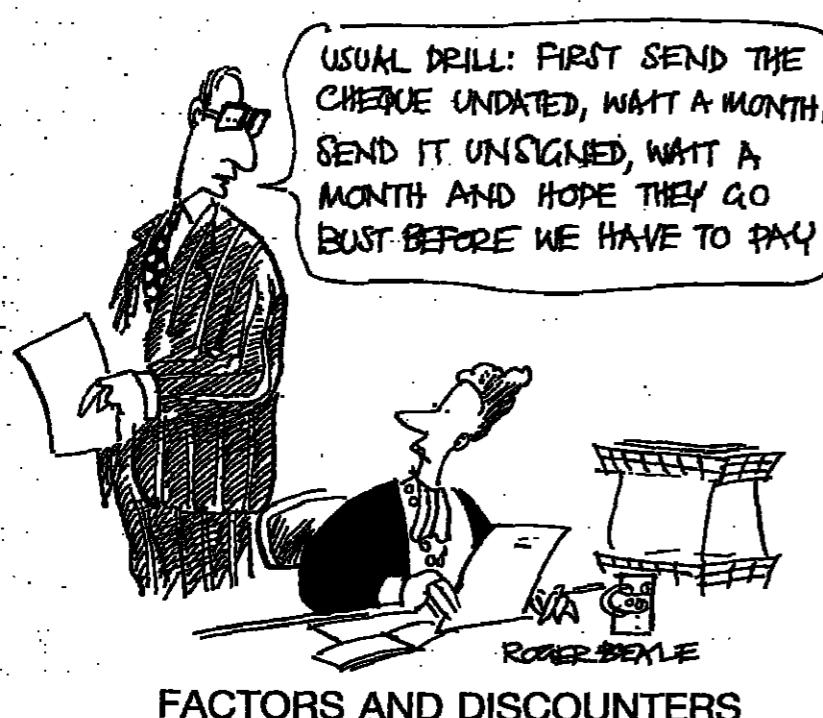
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CREDIT MANAGEMENT 3

Catherine Milton hears about the travails of a private mortgage company

From the depths of the slump



Fingers on the pulse

THE factors and invoice discounters believe that the economic upturn, when it comes, will be their golden opportunity for growth. Not just because increased economic activity will boost business but because the banks, chastened by their losses during the recession, will be very cautious with their lending.

The factors too, have had to absorb losses. But because they monitor their clients' performance far more closely than the bank managers do, they are in a better position to spot when a company is running into trouble.

The factors themselves have been advancing this argument for many years but there are now signs that the banks, which own most of the larger factoring companies, are realising this too. In an appeal for closer cooperation between the banks, government and small business launched last month, Mr Brian Pense, chief executive of Midland Bank, suggested that the banks should widen their use of factoring and invoice discounting to help businesses recover from the recession.

Although the banks own most of the large factoring companies, the relationship between the main branch networks and the factoring divisions has been uneasy. Many bank managers have regarded factoring as only suitable for their less creditworthy customers. The factors for their part have welcomed business which came to them by means of the branch network but have been reluctant to become too dependent on it.

Factoring involves a company handing over the management of its sales ledger to the factor in return for an immediate advance of up to 80 per cent of the value of its invoices. This represents a far more generous valuation of trade debts than the 35-50 per cent most bank managers would allow and can lead to a dramatic improvement in the company's cash flow. The factor monitors when his client's customers settle their bills and can warn of impending difficulties.

Factoring is typically used by the smaller company which has not yet developed a sophisticated system of managing its sales ledger. For the larger company, with more highly developed credit management system, invoice discounting is more appropriate. The invoice discounter provides cash

against invoices but the client retains control of his sales ledger.

Although concrete proof of the upturn has yet to come through there are already signs of an increase in factoring volumes. Sales financed by the UK's 11 largest factors rose by 13 per cent to £15bn in 1992 compared with a rise of only 2.5 per cent the year before, according to the Association of British Factors and Discounters (ABFD). The number of companies using factoring increased by 7 per cent to 9,221.

"We must be the only business financing sector which can point to growth," comments Mr Alain Hughes, chairman of the ABFD and managing director of Griffin Factors (part of Midland Bank).

Domestic factoring rose by 8 per cent to £5.6bn while invoice discounting increased by double that rate to £9.7bn. In spite of the imminent creation of the single European market and publicity given to the importance of overseas trade, import and export factoring continued to be the lag-

gard of the industry, rising just 7 per cent to £6.43m. An encouraging development was a 1 per cent fall in bad debts absorbed by UK factors to £1.1m - the first drop in six years.

One niche where factoring has established itself is in the financing of management buy-outs and venture capital deals. More than 10 per cent of the £3bn of finance advanced by factors and invoice discounters over the past two years has been linked to venture capital transactions, the ABFD calculates.

Causeway's move represents an intriguing development following several years in which invoice discounting has been the fastest growth sector.

Charles Batchelor

England. "By offering only invoice discounting we were precluded from doing business with quite a lot of companies which were fundable but where the administration and sales ledger management left something to be desired," says Mr Brian Sumner, managing director.

The company says it identified four priorities in the 1980s as the need to maintain:

- the quality of its loan book in a difficult market;
- protection against fraud through scrutiny of applications;
- fast turnaround of mortgage applications - generally within 24 hours;
- current staff levels to han-

ders."

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ders."

The company believed a computer could reach a level of consistency in underwriting which would normally take the

dle a larger volume of applications when the market recovers.

Automation seemed the logical route. HMC turned to Infalink Decision Services, one of the UK's four main suppliers and designers of credit scoring systems.

A report into credit scoring published last year by the Office of Fair Trading found that the number of lenders using some form of credit scoring system in the UK has grown recently.

The OFT said: "Credit scoring is now an established and integral part of the procedures of much of the credit industry. Credit scoring is used extensively by many if not all the major lenders in banks, credit and charge card issuers, finance houses, building societies, retailers, mail order companies and direct selling companies as well as other lenders."

Mr Anderson says: "We wanted the computer to do what underwriters have always done manually. For example, we wanted it to check the distance between a person's place of work and the property. There may be a very good reason why someone who gives a work address in the North of Scotland is buying in the South East of England, but it is unusual."

The company believed a computer could reach a level of consistency in underwriting which would normally take the

combined efforts of several people to achieve.

The computer would also leave underwriters free to attend to less straightforward applications where judgement is important.

This consistency is a main element in detecting fraud, but the system is also designed to deter fraudsters. Mr Anderson says: "There is a certain amount of shouting-from-the-tree-tops. We want people who

are considering these kinds of frauds to know that their chances of success at HMC are slim."

But HMC wanted a system capable of producing a report which would allow underwriters to see clearly how the computer had arrived at its conclusion and investigate as appropriate rather than simply scoring applications.

It was at this point that Infalink sent in the early stages after installation. The company is equally silent about the cost of the system. The OFT described cost of such systems as "substantial" and requiring a volume of business for the increased efficiency generated by its use to offset the cost within the life of the system.

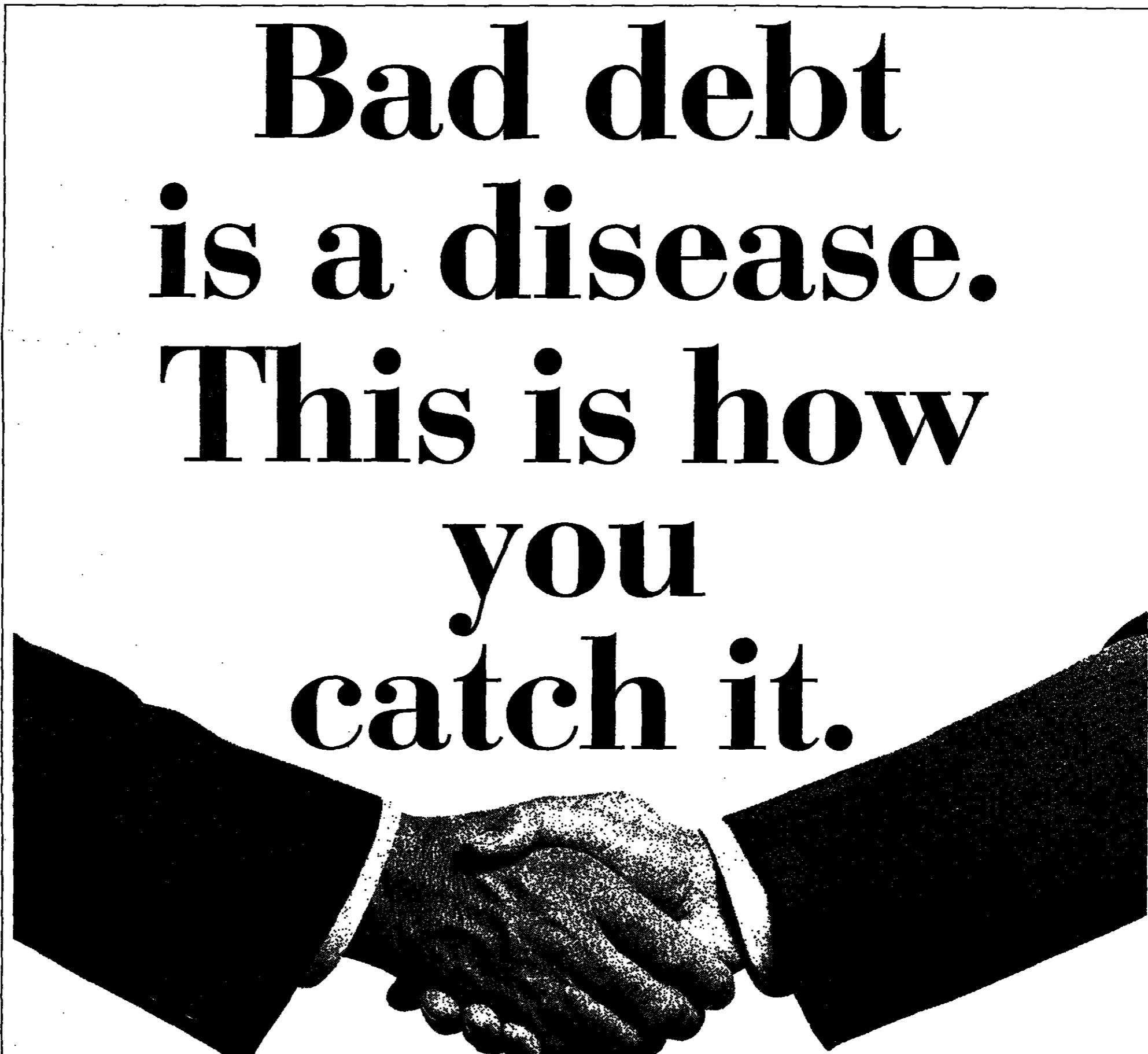
Mr Anderson said: "You are not talking about a £10,000 system. But it has already picked up a couple of cases of what we believe to be attempted fraud."

The company is also anxious to stamp on the idea that automation could lead to job losses. HMC has not reduced staff numbers since installation of the system, although some staff have been moved into customer services, to deal with the darker side of HMC's credit management - arrears management.

Mr Geoff Wagland, HMC's corporate affairs manager, says arrears management is one area in which computers are unlikely to make much of an increased contribution: "This is where the customer services element really comes into its own. This is where you need people, although computers can help."

All mortgage repayments are made to HMC by direct debit and the company will let customers know the debit has not been honoured before their bank does: "We will get on to a customer in difficulties very quickly so as to work out a solution that works for both parties."

He says: "If you have got it right in the first instance then customers don't get into difficulties without a good reason." That is why his company puts such emphasis on underwriting quality and its computerised credit system.



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CREDIT MANAGEMENT 4

Slower payment is adding to industry's heavy burden, says Tim Dickson

A pernicious symptom of recession

ONE man's meat is another man's poison. Directors of big, publicly quoted companies might reflect on this if they boast about their cash management achievements during the current financial reporting season.

Reduced working capital is achievable in a number of ways including better stock control. But as every company accounts department knows, one of the cruelest, if most effective, methods is to chase up customer debtors and keep supplier creditors at bay.

The problem of late payment always surfaces during a recession - when money is tight and banks are twitchy - and the economic downturn of the early 1990s has been no exception.

All companies suffer but small businesses with limited resources definitely bear the brunt. Legislation is planned which will force businesses of a certain size to state publicly in their annual accounts how long it takes them to pay their bills. But there are growing calls for tougher action, including compulsory penalties for offenders.

All the recent evidence suggests that the recession is lengthening payment delays. The Association of British Factors and Discounters says that the time taken for European companies to pay their debts increased on average by one third in 1992. Even in Germany, payment periods have widened from 30 to around 50 days.



Trade Indemnity, the UK credit insurer, showed in a survey published last month that only 3 per cent of 600 companies polled in December were being paid on time.

The additional cost of interest on borrowed money for loss of interest for companies in the black) obviously feeds through to lower trading margins. Creditors without a formal funding facility, of course, will suffer bigger penalties so that profitable companies can run into serious cash flow difficulties.

On top of this the cost of systems and resources allocated to address overdue debt should not be forgotten; nor can the VAT effects of late payment be overlooked. Businesses are often paying output VAT before the money has been received from customers, thus leading to a further cost of loss of interest.

All in all late payment could amount to 3 to 5 per cent of operating costs - a significant number in today's tough market conditions. German experience may indeed be worsening - but given that the annual average payment delay in the UK is more like 78 days what is happening elsewhere is of more than academic interest. The average collection period in the US is 54 days.

The Department of Trade and Industry has issued a payments procedure. And the Confederation of British Industry, which says that late payment threatens the survival of five of its members, has a "prompt payers" code. Only

lists - such as the Forum for Private Business - believe there should be a statutory right to interest on overdue payments. All EC member states - except Britain and Ireland - have such legal right but according to the European Commission there is no conclusive evidence that this improves the situation.

McKevitt suggests that rather than compulsorily debiting offending companies it may be better for the interest at least to be separately accounted for by businesses. This would provide the DTI with evidence of the cost and effect of late payment to industry - and enable the Department to take better remedial action in future.

McKevitt acknowledges the administrative complexities of such schemes, but he claims the introduction of statutory interest in Germany has been beneficial for investment.

The idea of a prompt payment standard - or kitemark - does not go further. "It is unfortunate that it does not include the statutory requirement of all companies to disclose both their collection days and their payment days, to enable direct comparison," he says. "If, for example, a company showed it collected its debts in 45 days there would be little moral justification for paying its creditors in 65 days - the difference equating to an additional 20 days financing from its creditors."

Many small business lobby- future business.

Mr Kerry McKevitt, a director of UCMCL, Beaconsfield-based credit consultants, regrets that the legislation does not go further. "It is unfortunate that it does not include the statutory requirement of all companies to disclose both their collection days and their payment days, to enable direct comparison," he says. "If, for example, a company showed it collected its debts in 45 days there would be little moral justification for paying its creditors in 65 days - the difference equating to an additional 20 days financing from its creditors."

Many small business lobby-

for a prompt payment clause to be added to BS5750, a quality management standard which has won widespread acceptance. But this was rejected by the BSI.

The proposed kitemark would commit companies to paying their bills by the date stipulated in the agreed terms.

Andrew Jack on debt-chasers' image problem

Rat-catcher syndrome

TIMES MAY be tough for companies and individuals who own money, but the debt collection industry claims that they are no more pleasant for it either as a result of the UK's prolonged recession.

"We had a record year," says Mr David Baber, chairman and managing director of Credit Protection Association. Turnover in 1992 was up 40 per cent to £27m, and profits stood at £3.2m.

Intrum Justitia, the Swedish-based debt collection group which claims to be the biggest

in Europe and possibly the world, says profits rose by more than a third last year to £11.6m, on turnover up by nearly a half to £75m.

Mr Baber says that his company has more than 4,000 regular customers on its books seeking to recover unpaid bills, and a further 6,000 who pay on an ad hoc basis. "On any day we could be sending out 1,500 letters," he says. "We have about 2,000 cases at some stage of legal action with a solicitor retained."

Yet the industry claims that

TRADE CREDIT INSURANCE (1992 %)

Market Share	Domestic	Export	Total
NCM Credit	2	70	72
Trade Indemnity	82	20	63
ECGD		10	3
Parfinancial	9		6
Namur	7		5
Total	100	100	100
Size of Market	£140m	£85m	£225m

Source: Datamonitor Research

argue, the collapse of the conveyancing monopoly and of the housing market has forced firms to turn to new areas. They have been aided by new computer systems and the relaxation of restrictions of advertising. Indeed, one recent survey showed that lawyers accounted for four-fifths of the advertisements in a trade journal for debt collection services.

The hard-nosed attitudes and the stigmatised image of the industry remain. Call many of the UK's debt collection groups and it is difficult to get past the tenacious operator who answers the phone, let alone get through to speak to the managing director.

"The general reputation in the UK is appalling," says Mr Jan Erik Paulsen, group communications manager at Intrum Justitia. "You only have to go to a party and tell people what you do and see the reaction."

The negative attitudes are partly a function of the many hundreds of localised door-to-door collectors around the country, who are often paid on commission and may apply less than scrupulous methods

There are many hundreds of door-to-door collectors operating around the country on commission

to help aid recoveries.

There are also the scare stories of knee-cappers with even more ruthless means. "Some probably does go on," says Mr Baber. "Some very large people certainly come round to our offices from time to time offering their services."

New causes for concern include access to sensitive personal data, which the collectors can use to make assessments of individuals' and companies' ability to pay.

Generally, the negativity relates to the perceived profits derived from an unpleasant act, of course. Mr Mike Scully, secretary of the Credit Services Association, says: "There is still this negative image. There are people on the fringes but this is quite a sophisticated business. I think we are necessary - evil is too strong a word - but we are necessary, like rat catchers. We are really like doctors faced with the plague. You can't cure all the

INSURANCE PROTECTION

It began with a man called Cuthbert

IN THE rapids of risk management, domestic credit insurance has been a somewhat forgotten tributary, quietly providing some traders with cover against losses due to insolvency or protracted default by the buyers of their goods.

Credit insurance was invented at the turn of the century by Mr Cuthbert Heath, the innovative underwriter who in the late 19th century steered Lloyd's of London away from its exclusive concentration on insuring ships.

In 1896, however, the then ruling Committee of Lloyd's banned underwriters from writing credit insurance, following concern over a fraud case in the 1920s which centred on imaginary Swedish buses and cars and saw underwriters liable for £367,000.

This left the field clear for Trade Indemnity, which still remains overwhelmingly the market leader in domestic credit insurance, and of which Mr Heath was a founding member in March 1918.

The domestic credit insurance market was worth £140m in 1992 and TI's share was 82 per cent, according to Data monitor, a market research firm. TI believes it insures 15 per cent of all UK companies that could use credit insurance.

In the same year Datamonitor estimated that Panfinancial, a conglomerate formed by Japanese, Swedish and Finnish insurers in the early 1980s, had 9 per cent, with the Belgian company Namur accounting for 7 per cent.

NCM (UK), which first entered the market for domestic credit insurance in April 1992, had only about 2 per cent of the UK's domestic credit insurance but its presence is significant.

The Dutch private sector credit insurer is dominant in the UK export credit insurance market. In 1992 NCM had 70 per cent of business worth £25m following its purchase of the short-term business of the Export Credits Guarantee Department in December 1991.

The Dutch insurer Aegon and the French insurer Assurances Générales de France (AGF) have also established footholds in an industry experiencing a period of fairly rapid change.

Mr Bryan Squibb, sales director of the specialist brokers, the Credit Insurance Association (CIA), said: "Things have changed dramatically. NCM is pushing case-for-case against TI. Last year TI was forced to push up its rates and that allowed NCM to go in and write a number of domestic policies. The competition has forced everyone to respond with aggressive policies which is great for customers."

The growing number of insolvencies in the UK means the market is expanding as more companies seek to buy

policies. CIA says "extensive" research it commissioned from an independent agency indicates strong concerns about credit risk and the risk of non-payment among medium and large companies. Three out of four respondents were experiencing problems in obtaining payment within agreed credit

limits. CIA says 80 to 85 per cent.

The risk posed by each buyer varies so the credit insurer may wish to vary the credit limit. For this reason credit insurers stress the financial advice and management side of their service. They say credit insurance is a discipline on, and a back-up to, credit control. Many companies put their futures at risk because they are unaware that their credit may be up to 40 per cent of their current assets, they say.

The other main traditional type of policy is excess or "catastrophe" insurance. The insured will agree a "first loss" or non qualify loss designed to eliminate predictable lower level losses. A very large "layer" of cover is then purchased in excess of this self insured proportion.

In 1991 Infotech began offering computerised variations of these traditional products and others under two credit insurance policies, both underwritten by AMA Underwriting Agencies. These are both essentially spin-offs from their UK business information database. One of the policies is aimed at companies with insurable turnover of more than £2m and the other at those falling under that limit.

Once the policy is in place the customer can access Infotech's on-line information system and extract information about buyers. At the end of the information a credit limit is presented and the customer asked to accept or reject it. If the customer accepts it coverage is immediate.

This was initially dismissed by more established players in the market as crude compared with their traditional bespoke approach which depends on the specialist experience of underwriters who consider each customer individually. It is understood, however, that most of the big companies are now considering similar on-line facilities.

Catherine Milton

Braby & Waller

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CREDIT MANAGEMENT 5

Robert Rice on the implications of recovering debts through the courts

A lot of time and money

USING the courts to recover debts is both time-consuming and costly.

There is little point in taking legal action unless the creditor is sure that the debtor has the necessary funds or assets to meet the debt if the court orders payment.

Before embarking on court action creditors should see first whether a solicitor's letter or placing the debt in the hands of a debt collector will produce the desired result.

Actions to recover debt can be brought in the High Court, the county court, or under the county court small claims procedure to prevent trivial cases clogging up the High Court.

The £5,000 upper limit on the jurisdiction of the county court was abolished and the court given unlimited jurisdiction. The jurisdiction of the small claims court doubled to £1,000.

Cases are now allocated between the High Court and the county courts on a simple formula basis. Cases involving sums up to £25,000 should start in the county court as a matter of course. Cases between £25,000 and £50,000 should normally start in the county court unless they are complex or involve important questions of law and fact. Cases involving more than £50,000 should auto-

matically start in the High Court.

The High Court also has new powers to transfer cases to the county court either where the case should have started there in the first place or where it feels the case is straightforward enough to be heard at a lower level.

In practice, this means a number of cases involving more than £50,000 will be transferred down to the county court each year. Plaintiffs who attempt to bring an action in the High Court which should have been started in the county court risk having their case struck out.

The rules governing where an action should be started changed in July 1991, to bring more claims within the cheaper, quicker and less formal small claims procedure and to prevent trivial cases clogging up the High Court.

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Before these changes a huge volume of debt actions which should have been started in the county court were brought in the High Court. Even in 1991, the last year for which figures are available, 46 per cent of claims brought in the High Court in London were for amounts below the old county court jurisdiction limit of £5,000. Over 80 per cent of them were debt or return of goods cases.

There were a number of reasons for the popularity of the High Court as opposed to the county court in debt cases: the availability of the quick summary judgment procedure; the perceived efficiency of the High Court enforcement officers compared with county court bailiffs; and the availability of remedies not available in the lower courts.

Along with the jurisdictional changes, however, the county courts now have powers to make any orders which could have been made by the High Court if the action had been brought there, although this does not extend to the granting of Anton Piller orders and Mareva injunctions. (Mareva injunctions are granted to prevent the transfer of assets and Anton Piller orders to prevent destruction of documents.)

Creditors who are anxious to prevent debtor companies destroying assets or transferring them abroad to avoid payment, therefore, may still wish to commence their actions in the High Court.

For all practical purposes, however, the county court has become the focus for debt actions. Actions are commenced in the county court by issue of a summons and in the High Court by the issue of a writ of Fieri Facias (F.F.A).

The procedure after a summons or writ is broadly the same. If the defendant enters a defence the issue may go to trial.

County court cases involving sums up to £1,000 are dealt with by district judges by way of arbitration under the small claims procedure unless they are legally or factually complex. The arbitrations are strictly to court procedures. Parties are encouraged to handle small claims by themselves rather than being represented by a lawyer. Legal aid is not available and normally the winning party cannot recover the cost of legal representation from the loser.

Alternatively, the defendant may admit the claim and make an offer of payment. If the creditor accepts the offer, judgment will be entered in his favour. If he rejects it, a "disposal hearing" will take place at which the court will set the amount the defendant has to pay, and, if he is ordered to pay by instalments, the amount of each instalment. If the defendant fails to respond to the summons alto-

gether the creditor can obtain judgment in default without any examination of the merits of his claim.

Where at least £10 is outstanding on a county court debt one month after judgment the debt is recorded on the Register of County Court judgments. Entries can be cancelled when a judgment is set aside or is paid in full within one month. All entries are automatically removed after six years. Entries on the register can affect a person's ability to get credit in future and act as an incentive to pay off outstanding debts.

Once the plaintiff has obtained judgment in his favour and the debt has not been paid he can take "judgment debt" and can take immediate steps to enforce it.

There are various methods of enforcing judgments in the county courts. The most common, but one of the least effective, is the "warrant of execution" where the court orders an enforcement officer or bailiff to seize and sell by public auction goods belonging to the debtor. Tools of a trade and essential household items are exempt from seizure. The number of execution warrants continues to rise in spite of evidence suggesting bailiffs rarely recover goods sufficient to cover debts. In 1991 the last year for which figures are available 14.7m execution warrants were issued, an increase of 10 per cent in 1990.

A creditor can obtain a charging order on a debtor's property, for example, his house. If the debtor later sells

the property the creditor is assured of receiving some money. The number of applications for charging orders rose from 34,970 in 1990 to 45,367 in 1991.

Another common form of enforcement is attachment of earnings which obliges the debtor's employer to deduct a sum from the debtor's salary.

The number of orders made in 1991 rose to 54,508 from 48,118 in 1990.

A garnishee order enables money owed to the debtor by a third party (the garnishee), usually a bank or building society, to be held for the benefit of the creditor. The garnishee order is little used - only 6,380 were issued in 1991.

An administration order allows a debtor with multiple debts not exceeding £5,000 and at least one of which must be a judgment debt which he is unable to pay immediately, to apply to discharge all his obligations by making regular payments into court which are distributed among his creditors on a pro rata basis. When such an order has been made creditors are forbidden to take other enforcement measures without the specific authority of the court.

Administration orders can be made on the application of the debtor, a creditor, or by the court itself. The number

granted rose by 43 per cent in 1991 to 8,496. Several changes to the administration orders were made in the 1990 Courts and Legal Services Act. They include abolition of the £5,000 limit and need for at least one judgment debt, and the imposition of a three year time limit on the order.

If all this fails, a person or company with debts he is unable to meet is "bankrupt" or "insolvent". Creditors may issue a petition for bankruptcy against individual debtors either in a designated county court but more normally in the Chancery Division of the High Court.

Creditors may also petition for the winding-up of an insolvent company. There is a restriction on proceedings which may be started in the county court based on the paid-up capital of the company to be wound-up. Most winding-up proceedings are brought in the High Court.

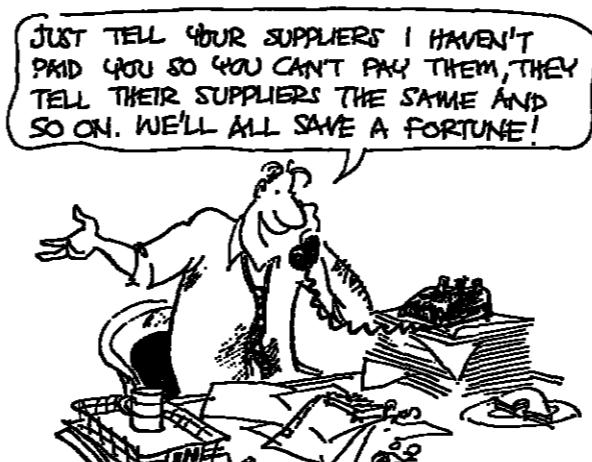
If no action is taken to recover a debt for six years it becomes statute barred and no action can be taken.

Suppliers should maintain contact with defaulting customers to ensure this does not happen.



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High Court's bankruptcy building in London: an address synonymous with financial misfortune



Software plays a powerful new role, explains Claire Gooding

Critical analysis in depth

CREDIT managers are looking for more from their computer services than mere credit scoring in the 1990s. During the recession, they are more likely to need help in assessing which bad debts are most likely to be repaid.

As in every other sphere of business, users are looking for software which allows them to react more efficiently to change, create better control, and make better decisions.

The truth about computers is they can only make the decisions they are programmed to make. Even the all-seeing Hal in the film epic 2001 was subject to that rule. Another truth is that, however comprehensive and voluminous the data they store, it is only useful as information if it is easily accessible.

As an application, credit management has followed the trend of computing in general - mainframes, bureau services, then devolution to the in-house minicomputer and ultimately, the PC. At the same time, the agenda has changed for credit managers. They are looking for better and more responsive control of existing data, often achieved by attaching a PC to feed from mainframe-held data for sampling and testing.

Further, the trend is to extend the grasp of useful information at all points of the credit cycle, not purely for credit scoring, before the loan is made, but later, when things go wrong.

The last five years have seen growth and innovation in software for credit management. There are now an increasing number of options, in controlling different phases of the credit cycle, and in the hardware, PC and otherwise, available to run them.

The first scoring techniques were developed about 20 years

ago, pioneered by Fair Isaac and Co. Computerised data-bases made it possible to store statistics on which decisions about credit are based.

The system evaluates financial and non-financial characteristics of an applicant, assigning points according to the answers. The scoring system is defined by a table, derived from past experience.

For the first 10 years, the mainframe was the only practical option. The main growth of credit scoring systems has been in the last 10 years, particularly among mail order and

Extending the credit-scoring

and which to allocate to agents. It's easier to control and monitor. The better selection and targeting of accounts makes for improved cost per pound recovered."

The problem of bad debts plagues smaller companies as well as the large institutional leaders. For the smaller companies, PC solutions are becoming available to collect and control cash, and monitor debtors. C2 is a credit management package from ACS, based in Rochester, providing daily reminders and automatic documentation for debt recovery.

Business Information Technological Systems, of Ripton, North Yorks, provides a Credit Check database, updated weekly by disk, which keeps a regular check on the creditworthiness of customers, suppliers, subcontractors, competitors, or prospects, covering companies of all sizes.

Personal experience - the gut feel to distinguish between one who constantly lives in the red and another who will not be so much as a day late paying the bill - is not so easy to encapsulate as hard facts.

Nevertheless, credit management has often been held up as an example of innovative use of so-called "expert systems", in which human experience is distilled in systems which aid decision-making, and can even automate some of the processes of screening. These systems are based on a mixture of human "gut feel" experience and statistical evidence.

Nevertheless, they can never make the decisions, they can only present a statistical "likelihood" in any given situation.

The two advantages of using the system are, it suggests, in speed of reaction, and in establishing the recoverability of debts. This is particularly important in deciding which accounts to take to legislation.

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COMMODITIES AND AGRICULTURE

Gold price tumbles to lowest for seven years

By David Blackwell

GOLD TUMBLED through the bottom of its recent trading range on the London bullion market yesterday. It was fired at consecutive seven-year lows of \$327.20 a troy ounce in the morning and \$326.95 in the afternoon, before closing at \$326.45, a fall of 7 cents on the day.

The fall in London followed pressure on the New York Commodity Exchange (Comex) futures market from US commodity fund sales on Monday. The Comex April contract, which held above \$327 an ounce on Monday, went to \$326.60 in early trading yesterday.

Ms Rhona O'Connell, analyst

at Williams de Broe, said the fall was heralded last week by the decline of the commercial rand to 3.19 against the US dollar. At \$328 an ounce, South African producers were able to sell their gold forward at R1,050 a troy ounce, giving them a healthy profit.

Analysts in London yesterday pointed out that there is little apart from Far Eastern demand to support the gold price. "There is a total lack of interest. People have other games to play," said Mr Euan Worthington of S.G. Warburg, pointing out that inflation was no longer a factor in investment decisions, and that the US stock market is moving strongly ahead.

"We are in a situation where

gold has been bypassed as an investment instrument in the Western World," said Mr Lawrence Eagles of GNI, the London futures brokers. "It is now used just for jewellery."

China has emerged as the main supportive factor for the gold market, a report last month from American Precious Metals Advisors of US suggested that the country absorbed 300 tonnes (36m troy ounces) last year. This more than offset the 300 tonnes sold by central banks, including 400 by the Dutch.

However, the threat of further central bank sales continues to hang over the bullion market. In addition producers have been able to lock in profits by forward selling as their



Source: Bloomberg
\$ per ounce

currencies have weakened against the dollar.

Gold has now broken through the bottom of its recent range of \$327 to \$324 a troy ounce, and many analysts expect further falls. "Technically it is looking very bad," said Mr Eagles, who expected the price to fall rapidly if \$325 was breached, possibly going below \$300 by the end of the year.

Cautious optimism on diamond prospects

By Philip Garwitz in Johannesburg

DE BEERS, the company that dominates diamond sales, yesterday gave a cautiously upbeat view of the health of the industry, despite the weakness of the world economy.

Speaking yesterday at the announcement of the company's annual results in Johannesburg, Mr Julian Ogilvie Thompson, the chairman, said: "The Central Selling Organisation (the De Beers controlled group that sells 80 per cent of the world's rough diamonds) restricted its sales in the latter part of 1992 and the balance between rough supply and demand in the cutting centres has been restored."

Mr Ogilvie Thompson confirmed market talk that sales at the first two sights – the rough diamond auctions that take place ten times a year – had been "very good", but put this down to exceptional factors: the scarcity of diamonds from Angola, a hiatus in supply of Russian polished diamonds following imposition of a 20 per cent export duty and high demand from India.

Directors of De Beers also stressed yesterday that diamond jewellers had held up very well in a recessionary climate. Mr Jeremy Prudney, a director of the CSO, said the volume of jewellery pieces sold, and the overall value of sales, had been very similar in 1992 to 1991. He said sales, by value, had grown by about 4 per cent in the US, 9 per cent in Germany and 6 per cent in France. Japanese sales fell by about 5 per cent in dollar terms, with sales in Italy and the UK also slightly down.

Mr Gary Ralfe, a De Beers director, gave a positive account of relations between De Beers and the Russian industry. He confirmed that Russia was abiding by quota requirements, noting that their production had fallen by 25 per cent in 1992, with a further 15 per cent decline expected in 1993.

Mr Ralfe predicted a "deluge" of Russian polished diamonds on to the market if, as expected, the 20 per cent duty on diamond exports was lifted. He said their stockpile was estimated at up to \$1bn. He stressed, however, that the Russians had not, in recent years, undermined prices in this market as they had done with other commodities.

The sale of rough diamonds by Russia outside the CSO was a "nuisance" and nothing that could affect the general balance of the market.

ew CAP reforms means that the sheep breeding flock is unlikely to grow further this year, says the CBF, while it notes that the rise in the pig breeding herd by 30 per cent since late 1992 makes "the Irish herd one of the fastest growing in Europe".

On the basis of these figures the CBF estimates that cattle supplies in 1993 will be "somewhat over 1.9m head", sheep supplies will increase by 3 per cent to some 4.8m head while total pig slayings "could exceed 3.3m head".

Despite the difficulties, traders managed to squeeze a lot of business into half-day sessions. Volume at the Coffee Sugar and Cocoa Exchange was actually higher than in the same week in 1992, and the giant Nymex traded only about 20 per cent fewer contracts. Volumes at the Comex and the Cotton Exchange were down about 40 per cent for the week, if we had closed down for two weeks, I would have had to tell

the Nymex and the Chicago Mercantile Exchange worked out a pact for emergency price reporting, in case Nymex's tickers failed.

The crisis, it seems, brought an unexpected benefit: exchange executives say it forced co-operation between the five normally fractious exchanges. "We were actually working together," said the Nymex's Mr Gutman.

The bombing has also set off a scramble for "shadow" trading floors. The Nyse is refitting its old space at the New York Stock Exchange for emergencies and Nymex, which plans to move to new quarters in Manhattan in the second quarter of 1994, may keep its WTC space as a back-up.

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WINTER 2013

TELEPHONE NETWORKS												MINES - Cont.																						
Notes	Price	+ or -	1992/93	Yd	Dis or	Notes	Price	+ or -	1992/93	Mkt	Yd	P/E	Notes	Price	+ or -	1992/93	Mkt	Yd	P/E	Notes	Price	+ or -	1992/93	Mkt	Yd	P/E	Notes	Price	+ or -	1992/93	Mkt	Yd	P/E	
Scottish Inv.	40	-	1992/93	Yd	Gr	Inv	Plot	-	1992/93	Mkt	Yd	P/E	Bearings Spec Co. 2nd P/L	1992/93	-	1992/93	Mkt	Yd	P/E	Macharane	1992/93	-	1992/93	Mkt	Yd	P/E	Cable & Wire	1992/93	-	1992/93	Mkt	Yd	P/E	
Warrants	40	-	1992/93	49	21	31	237.1	-	1992/93	16.3	9.5	9.5	Bell Borneo	1992/93	-	1992/93	Mid	Yd	P/E	For Microfilm Reprographics	1992/93	-	1992/93	Mid	Yd	P/E	O.J.S.	1992/93	-	1992/93	Mid	Yd	P/E	
Secd Mortgag	91	-	1992/93	261	156	2.6	223.6	-	1992/93	13.9	50.9	102.2	British Gas	1992/93	-	1992/93	Mid	Yd	P/E	For Microfilm Reprographics	1992/93	-	1992/93	Mid	Yd	P/E	Brasix	1992/93	-	1992/93	Mid	Yd	P/E	
Secd National Insur	94	-	1992/93	187	65.4	18.6	324	-	1992/93	103.4	205	226.4	Bell Petroluem	1992/93	-	1992/93	Mid	Yd	P/E	Microgas	1992/93	-	1992/93	Mid	Yd	P/E	FS Cons	1992/93	-	1992/93	Mid	Yd	P/E	
Cap.	26	-	1992/93	42	12.9	7.5	76.5	-	1992/93	68.6	222	264.1	Bell Res E	1992/93	-	1992/93	Mid	Yd	P/E	NMC	1992/93	-	1992/93	Mid	Yd	P/E	Free State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Stepford Pl.	155	-	1992/93	159	129	6.2	-	1992/93	7.5	128	268.5	Bennetts Central	1992/93	-	1992/93	Mid	Yd	P/E	Portle	1992/93	-	1992/93	Mid	Yd	P/E	Hanover	1992/93	-	1992/93	Mid	Yd	P/E		
Zero Div Pl.	280.2	-	1992/93	212	165.1	8.2	-	1992/93	-	1992/93	7.5	128	268.5	Bennetts Color	1992/93	-	1992/93	Mid	Yd	P/E	Printech Int'l	1992/93	-	1992/93	Mid	Yd	P/E	Jesu (SL)	1992/93	-	1992/93	Mid	Yd	P/E
Warrants	4	-	1992/93	8	3	-	-	1992/93	-	1992/93	55	212	268.5	Bennetts Color	1992/93	-	1992/93	Mid	Yd	P/E	Repair FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Secd Value	74	-	1992/93	78	18.2	3.1	76.8	-	1992/93	6.7	47	17.4	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Secd Alliance	148.6	-	1992/93	145.9	108.8	3.1	312.67.2	-	1992/93	10.4	143	268.5	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Second Consid	167	-	1992/93	168	88	-	190.4	-	1992/93	43.3	145.5	268.5	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Second Market	319	-	1992/93	319	22.2	6.6	35.35.6	-	1992/93	43.3	145.5	268.5	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Secd Tel Socv	84	-	1992/93	84	61	5.1	58.9	-	1992/93	43.3	145.5	268.5	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Select Assets	129.6	-	1992/93	125	106	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Ex Ind Stat.	133	-	1992/93	133	106	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Ex Ind Stat.	133	-	1992/93	133	106	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
SHIRESCUT	21	-	1992/93	21	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Shares	218	-	1992/93	218	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
11pc Lst Cr \$30.4	212.6	-	1992/93	212.6	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Shire Select	122	-	1992/93	122	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Shire Cons	122	-	1992/93	122	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Shire Inv.	122	-	1992/93	122	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Zero Div Pl.	22	-	1992/93	22	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Second Consid	22	-	1992/93	22	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Second Market	22	-	1992/93	22	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Second Tel Socv	22	-	1992/93	22	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Tempo Bar	92	-	1992/93	92	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Temper Bar	92	-	1992/93	92	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Temper Bar	92	-	1992/93	92	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Temper Bar	92	-	1992/93	92	105	4.3	-	1992/93	-	1992/93	58	172.2	25.8	Bennetts Cyclo	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E
Thompson Ctrs	138	-	1992/93	138	12.3	3.2	273.3	-	1992/93	3.2	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E		
Thompson Asian	138	-	1992/93	138	12.3	3.2	273.3	-	1992/93	3.2	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E		
Thompson Pac Env	17	-	1992/93	17	10.3	3.2	10.3	-	1992/93	11.8	10.3	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Thompson Pac Env	17	-	1992/93	17	10.3	3.2	10.3	-	1992/93	11.8	10.3	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Thompson Pac Env	17	-	1992/93	17	10.3	3.2	10.3	-	1992/93	11.8	10.3	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Thompson Pac Env	17	-	1992/93	17	10.3	3.2	10.3	-	1992/93	11.8	10.3	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Thompson Pac Env	17	-	1992/93	17	10.3	3.2	10.3	-	1992/93	11.8	10.3	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Thompson Pac Env	17	-	1992/93	17	10.3	3.2	10.3	-	1992/93	11.8	10.3	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Thompson Pac Env	17	-	1992/93	17	10.3	3.2	10.3	-	1992/93	11.8	10.3	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd	P/E	Repub FM	1992/93	-	1992/93	Mid	Yd	P/E	Res State Dev.	1992/93	-	1992/93	Mid	Yd	P/E	
Thompson Pac Env	17	-	1992/93	17	10.3	3.2	10.3	-	1992/93	11.8	10.3	11.8	Lee (F)	1992/93	-	1992/93	Mid	Yd</td																

INVESTMENT COMPANIES

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a Rights issue pending or <u>Earnings</u> based on preliminary figures.	K Yield based on prospects or other official estimates for 1993.	yield, <u>pa</u> based on prospects or other official estimates.
a Dividend yield excludes a special payment.	L Yield based on prospects or other official estimates for 1992-93.	T Figures assumed.
a Indicated dividend yield, <u>pa</u> rate based on latest annual earnings.	M Estimated unaudited yield, <u>pa</u> based on latest annual earnings.	W Pro forma figures.
a Forecast, or estimated unaudited dividend yield, <u>pa</u> based on latest annual earnings.	N Yield based on latest annual earnings.	Z Dividend yield to date.
	O Yield based on latest annual earnings.	
	P Yield based on latest annual earnings.	
	Q Yield based on latest annual earnings.	
	R Yield based on latest annual earnings.	
	S Yield based on latest annual earnings.	
		Acknowledgments:
		as dividend;
		as ex-scorp issue;
		as ex-scorp;
		as forecast;
		as indicated distribution.

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Continued on next page

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• Current Unit Trust prices are available from 7.00 a.m.

Ireland (Regulated)*																	
AXA Equity & Law Int'l Life Assc Co																	
Victory Hse, Prospect Rd, Dún Laoghaire, IRL 2010																	
Prudential Assurance Co																	
Hibernia Barrs, London EC1N 2RH																	
Provident Life Assac Lfd																	
Provident House, Basingstoke RG21 2ST																	
Prudential Corporate Pension Funds																	
1 St Stephen's Lane, London W1P 2AP																	
Prudential Individual Life Funds																	
Stephen St, London EC1V 9EP																	
Prudential Life & Pensions Lfd																	
Sizemore, Kenton, Cheshire M49 4JU																	
Reinsurance Mutual																	
Refugee Mutual																	
RGA Reinsurance Co Ltd																	
RGA House, Tudor Way, Kent, CT7 9QZ																	
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	Bid	Offer	+ w	Yield	Gross	Bid	Offer	+ w	Yield	Gross	Bid	Offer	+ w	Yield	Gross	Bid	Offer	+ w	Yield	Gross
INTL Global Funds Limited						Lloyds Bank Trust Co (CT) Mgmt.					Norwich Union Int'l Portfolio (a)					Global Asset Management - Cont'd				
Int'l Star Fund	\$22.1	23.2	-0.01			Union Bank Corp. (CT) Mgmt.					Fidelity Investment (L) Ltd					GAM U.S.				
Int'l SIS Fund	\$18.23	19.32	-0.01			Westpac Bank (CT) Mgmt.					Black Portfolios					GAM U.S.				
International Equity Fund	\$25.28	26.28	-0.01			Westpac Trust (CT) Mgmt.					Far East					GAM Investors				
Investment Company	\$22.71	22.42	-0.01			Woolworths (CT) Mgmt.					Frontier					GAM Worldwide				
Investment Company	\$28.07	27.15	-0.01			World Bank (CT) Mgmt.					Globe Selections					GAM Investors				
Investment Corp.	\$22.91	16.01	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 3's				
IRL & Currey						World Bank (CT) Mgmt.					Global Selection					GAM Bond 5's				
R & D Fund Managers Ltd						World Bank (CT) Mgmt.					Global Selection					GAM Bond 7's				
R. F. Williams Ltd	\$11.49	11.49	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 9's				
R.F. Williams Ltd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 10's				
RBC Officers Fd	\$10.01	10.01	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 12's				
RBC Officers Fd	\$11.42	11.42	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 14's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 16's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 18's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 20's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 22's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 24's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 26's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 28's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 30's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 32's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 34's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 36's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 38's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 40's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 42's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 44's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 46's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 48's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 50's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 52's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 54's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 56's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 58's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 60's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 62's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 64's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 66's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 68's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 70's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 72's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 74's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 76's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 78's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 80's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 82's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 84's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 86's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 88's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 90's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 92's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 94's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 96's				
RBC Officers Fd	\$11.78	11.78	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM Bond 98's				
RBC Officers Fd	\$10.51	10.51	-0.01			World Bank (CT) Mgmt.					Global Selection					GAM				

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Lira suffers setback

POLITICAL upheaval in Italy sent the lira sharply lower against the D-Mark yesterday.

Rumours that Mr Giuliano Amato, the prime minister, might have to resign prompted a dramatic fall in the currency from Ls48.8 per D-Mark at the close on Monday, to Ls64 at last night's close.

Mr Brett, director of bond and currency strategy at Barclays de Zoete Wedd, said the market had reacted negatively to the fact that Italians were selling the lira heavily.

"The markets thinks the Italians are in the know," said one analyst.

The Bank of Italy intervened to prop up the currency as speculation about Mr Amato's future grew. He is in trouble because of a government-proposed decree which he co-authored that would take immediate effect and would allow corruption suspects to avoid jail.

Expectations of monetary easing by the Bundesbank dominated the rest of the day's trading. One trader said forecasts for German growth were being downgraded by the day, as analysts caught up with the extent of corporate grief in Germany.

C IN NEW YORK

Mar. 9 Latest Previous
5 cent L.4350 - L.4340 1.4628
1 month 0.37-0.36m 0.38 - 0.37m
3 months 0.98-1.00m 0.98 - 0.99m
12 months 2.74 - 2.85m

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

Mar. 9	Latest	Previos
8.30 am	77.4	77.1
11.00 am	77.6	77.3
1.00 pm	77.5	77.4
3.00 pm	77.3	77.5
4.00 pm	77.3	77.4

Commercial rates set by the European Commissions. Currencies are in descending relative terms. Percentage change in the last 24 hours. A minus sign denotes a weak trend. The ratio below indicates the percentage difference between the actual market rate and the maximum permitted percentage deviation of the currency's market rate from its ECU central rate.

Source: Ecu 100.00. Sterling and Italian lire reported from DMR. Adjustment calculated by Financial Times.

MONEY MARKETS**Futures drift lower**

EUROPEAN CURRENCY futures drifted lower yesterday in generally quiet trading.

Although the market is still expecting the Bundesbank to ease its officially posted rates on Thursday next week, one dealer commented that expectations had raced ahead too quickly.

"I think there has been too much expectation priced into the market and people are now reining back," he said.

The June Euromarket futures contract eased slightly from an open of 93.12, leading to a sharper fall in French franc futures.

UK clearing bank base lending rate 5 per cent from January 26, 1993

The June Pibor contract dropped from 91.58 at the open to around 91.52.

Sterling futures also slipped on the day, with a weaker pound and concern over the government's defeat in the House of Commons over the Maastricht treaty compounding the downwards drift.

Few in the UK money markets expect a rate cut on budget day next week. Even afterwards, dealers are not optimistic that the authorities will ease policy at an early stage, especially while the pound is languishing at around

are confused by the UK parliament's machinations over Maastricht, dealers reported that sentiment towards the pound was generally "more kind".

However, many analysts doubt that the pound will be able to break above DM2.41 before the budget. Suggestions that they may raise taxes could cause the currency to slip.

"If there is anything too aggressive in the budget on fiscal policy, the currency might wobble because the market will start to expect further interest rate cuts," said Mr Brett. The pound closed at DM2.3925.

The franc was marginally lower against the D-Mark. It closed at FF13.391 compared with the previous close of FF13.389. The peseta was also slightly weaker, closing at Pt127.12 against the D-Mark.

Expectations of monetary easing by the Bundesbank

dominated the rest of the day's trading. One trader said forecasts for German growth were being downgraded by the day, as analysts caught up with the extent of corporate grief in Germany.

Commercial rates set by the European Commissions. Currencies are in descending relative terms. Percentage change in the last 24 hours. A minus sign denotes a weak trend. The ratio below indicates the percentage difference between the actual market rate and the maximum permitted percentage deviation of the currency's market rate from its ECU central rate.

Source: Ecu 100.00. Sterling and Italian lire reported from DMR. Adjustment calculated by Financial Times.

EMS EUROPEAN CURRENCY UNIT RATES

	Ecu	Central Rate	Current Account	% Change from Central Rate	% Strongest vs Weakest	Divergence Indicator
Spanish Peseta	142.150	138.414	-0.743	3.23	45	
Ital. Peso	0.070976	0.070790	-0.02	1.35	29	
Dutch Guilder	2.02045	2.18232	-0.077	1.77	26	
Austrian Schillings	1.10212	1.09703	-0.77	1.29	26	
D-Mark	1.65294	1.94166	-0.58	1.10	22	
Swiss Franc	7.50	7.70	-0.03	0.90	22	
French Franc	5.59	5.49883	0.51	0.90	42	

Estimated volume total: Calls 505 Pts 3,000
Previous day's open int.: Calls 1572 Pts 31444

POUND SPOT - FORWARD AGAINST THE POUND

Mar. 9	Day's spread	Clos	One month	%	Three months	%
10.50 am	1.425 - 1.445	1.4345	1.4355	0.10 - 0.10%	3.09	0.99 - 0.99%
11.00 am	1.425 - 1.445	1.4265	1.4275	0.07 - 0.07%	3.09	0.99 - 0.99%
1.00 pm	1.425 - 1.445	1.4275	1.4285	0.07 - 0.07%	3.09	0.99 - 0.99%
3.00 pm	1.425 - 1.445	1.4285	1.4295	0.07 - 0.07%	3.09	0.99 - 0.99%
4.00 pm	1.425 - 1.445	1.4295	1.4305	0.07 - 0.07%	3.09	0.99 - 0.99%

Estimated volume total: Calls 2,220 Pts 1,000
Previous day's open int.: Calls 312 Pts 31444

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Mar. 9	Day's spread	Clos	One month	%	Three months	%
10.50 am	1.425 - 1.445	1.4255	1.4265	0.06 - 0.06%	3.09	0.99 - 0.99%
11.00 am	1.425 - 1.445	1.4265	1.4275	0.06 - 0.06%	3.09	0.99 - 0.99%
1.00 pm	1.425 - 1.445	1.4275	1.4285	0.06 - 0.06%	3.09	0.99 - 0.99%
3.00 pm	1.425 - 1.445	1.4285	1.4295	0.06 - 0.06%	3.09	0.99 - 0.99%
4.00 pm	1.425 - 1.445	1.4295	1.4305	0.06 - 0.06%	3.09	0.99 - 0.99%

Estimated volume total: Calls 2,220 Pts 1,000
Previous day's open int.: Calls 312 Pts 31444

EURO-CURRENCY INTEREST RATES

Mar. 9	Start Date	7 Days notice	One Month	Three Months	Six Months	One Year
Sterling	6/4 - 5/1	6 - 5/1	6 - 5/1	5/1 - 5/1	5/1 - 5/1	5/1 - 5/1
US Dollar	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Canadian	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Austrian Schillings	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Swiss Franc	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
D-Mark	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Portuguese Esc.	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
French Franc	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Italian Lira	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Spanish Peseta	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Swedish Krona	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Denmark Krone	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Swiss Franc	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
French Franc	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Italian Lira	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Spanish Peseta	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Swedish Krona	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Denmark Krone	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Swiss Franc	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
French Franc	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Italian Lira	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Spanish Peseta	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Swedish Krona	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1
Denmark Krone	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 - 2/1	1/24 -	

WORLD STOCK MARKETS

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AFRICA

	Stock	Price	Change
African Airlines	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Egyptian	1,000	+2	
Emirates	500	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

ASIA/PACIFIC

	Stock	Price	Change
Alcatel Alsthom	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Emirates	1,000	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

EUROPE

	Stock	Price	Change
Alcatel Alsthom	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Emirates	1,000	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

MIDDLE EAST

	Stock	Price	Change
Alcatel Alsthom	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Emirates	1,000	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

AMERICA

	Stock	Price	Change
Alcatel Alsthom	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Emirates	1,000	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

INDIA

	Stock	Price	Change
Alcatel Alsthom	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Emirates	1,000	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

NETHERLANDS

	Stock	Price	Change
Alcatel Alsthom	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Emirates	1,000	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

SWEDEN

	Stock	Price	Change
Alcatel Alsthom	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Emirates	1,000	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

SWITZERLAND

	Stock	Price	Change
Alcatel Alsthom	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Emirates	1,000	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

SPAIN

	Stock	Price	Change
Alcatel Alsthom	1,800	+20	
Crocodile Corp	576	+2	
EA General	3,740	-5	
Emirates	1,000	+2	
Entel	627	+1	
Parliamentary	1,085	+1	
Reichhold	1,270	+10	
Rohm & Haas	196	+10	
Spyer Oilfield	1,270	+10	
Vestas Wind	271	+1	
Werner Int'l Airport	518	+1	
Wiesmann	3,810	+20	
Z-Landerberg	1,035	+3	

ITALY

	Stock	Price	Change

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AMERICA

Dow holds its own in spite of profit-taking

Wall Street

US SHARE prices were little changed in light trading yesterday as investors and dealers consolidated Monday's record-breaking gains, writes Patrick Harrison in New York.

At 1pm, the Dow Jones Industrial Average was down down 1.89 at 3,467.53. The index spent the entire morning session only a few points on either side of opening values. The more broadly-based Standard & Poor's 500 was down 0.63 at 454.07, while the Amex composite was up 1.61 at 418.34 and the Nasdaq composite 0.75 higher at 888.02. Trading volume on the NYSE was 185m shares by 1pm.

The morning was dominated by profit-taking, as investors sought to book some of Monday's gains. Yet, in spite of the selling, prices held their own, an indication of the resilience of the market, which remains supported by extremely low interest rates, low inflation, and hopes for continued improvements in corporate profitability.

Prices may also have been supported yesterday by further indications from the White House that President Clinton is willing to accommodate more

spending cuts in his first budget.

On Monday, reports said that the President would accept an additional \$85bn in cuts; by yesterday that figure had risen to \$90bn.

Analysts have warned, however, that stock prices could be hit by a short-term correction over the next week or so. Some remain nervous about the Dow's record highs, Lawrence Bossidy, said that the company was on target to meet its previously announced earnings forecast of between \$4.50 and \$4.75 a share.

Some leading drug stocks were under pressure, with Merck down 3% at \$37.45, Pfizer 3% lower at \$60.45 and Bristol Myers-Squibb down 3% at \$57.45.

Canada

TORONTO recovered from opening weakness but prices were flat in midday trading. The TSE 300 index was up 2.24 to 3,653.28 in volume of 20.5m shares.

Shares in the Bronfman group of companies firmed following the release of annual earnings from Hees International and Brascan late on Monday.

Hees International rose 0.8% to C\$39.50 and Brascan class A rose C\$4 to C\$11.50.

Tenuous balance beneath Bovespa's calm exterior

Bill Hinchberger analyses Brazil's equity market

Brazilian stock markets have seemed remarkably immune to the political and economic instability that surround them. Yet underneath their calm exterior, it appears that the balance is tenuous, provided by a jittery combination of push and pull.

Last week, after Mr Paulo Haddad resigned as finance minister and Mr Itamar Franco, the Brazilian president, named Mr Eliseu Resende as his replacement — a nomination widely criticised by politicians and business people alike — the São Paulo, or Bovespa, index lost just 1.4 per cent.

Inflation of about 5 per cent during the week boosted the drop in real terms, but on Monday of this week the market rebounded with an 8.1 per cent surge, to 14,974, making up the losses. Most traders agreed that Monday's jump was primarily due to defensive moves by investors, worried about potential politico-economic initiatives, shifting out of fixed interest stocks. Yesterday the Bovespa was a further 3.2 per cent ahead at noon.

Before the ministerial shake-up, Brazilian equities were up with the leaders among emerging markets. In the two months to end-February they showed an increase in dollar terms of 21.7 per cent, according to figures from the International Finance Corporation in Washington, outpaced by only Turkey and Taiwan.

From December to February, the Bovespa index gained 207 per cent, compared with inflation of 99 per cent for the period. In December, improvement was primarily sparked by the end of the political crisis that had dragged on for most

of 1992, ending with the resignation and impeachment of the former president, Mr Fernando Collor de Mello, after Christmas.

In January and February, the market reacted favourably to gradual reform — the passage of post-modernisation legislation, steps towards fiscal reform, and advances in debt

negotiations with foreign creditors. Yet these positive signs were offset by apparently impulsive actions by the new president, like the decision to offer tax breaks for the relaunching of the Volkswagen Beetle, and delays in the privatisation programme.

The biggest beneficial push was provided by the passage of legislation to allow public electric utility companies to set rates according to their costs, without interference by central authorities. Large industrial users currently pay about \$45 per megawatt hour, compared with an average generating cost of \$70 per megawatt hour. The prospect of higher prices made leading utility equities appear as attractive as stock in Telebras, the state-controlled

telecommunications holding company that customarily accounts for half of daily trading in São Paulo.

Eletronbras, the federal electricity company, gained 122 per cent in real terms in February. Comig, the utility concern in Minas Gerais state, jumped 191 per cent in real terms during the month.

Foreign investors might put \$1bn into the electric sector this year, either by shifting from current Brazilian holdings or through new investment, ventured Mr Edmund Games — a vice-president of the US investment house Scudder, Stevens & Clark, and portfolio manager for the Brazil Fund, a closed end fund which trades on the New York Stock Exchange — during a mid-February visit to Rio de Janeiro.

However, politics are a potential wild card. As Mr Resende gets settled into office, conjecture will give way to reaction to real events. Today, the Senate is scheduled to pass final judgment on a financial transactions tax which, says Mr Franco, is necessary to help balance the federal budget.

Nippon Telegraph and Telephone was once again the focus of trading. The issue closed unchanged at Y780,000.

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legislation to allow public electric utility companies to set rates according to their costs, without interference by central authorities. Large industrial users currently pay about \$45 per megawatt hour, compared with an average generating cost of \$70 per megawatt hour.

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